# LOCAL WORKFORCE INVESTMENT BOARD
# INTEGRATED SERVICE DELIVERY PLANS

## (Element Detail)

**Element 1     Local Boards will adopt, implement, and continuously improve a demand-driven, skill-based, integrated services plan for the local One-Stop Career Center system.  This plan will be developed with significant partner participation.**

*1A. Indicate when and how the integrated service delivery system was introduced/approved by your Local Board, include questions, concerns and discussions held.*

- **Long Beach**:  The WIB Director initially introduced the concept and vision to the Board's Executive Committee in October 2007.  The integrated service delivery system was formally presented as an Information Item to the full WIB at its December 2007 meeting.  At that session, the WIB Director provided a staff report, along with a generalized "before and after" comparison chart of One-Stop Operations in an Integrated System.  Initial comments and questions were largely of an operational nature:  how functional operations would occur.  At the full WIB's February 2008 meeting the WIB took formal action to approve and support submission of this Local Plan.

- **Madera**:  Board involved since June 2007.  Executive Board approved participation on July 26, 2007.  Concerns: lack of resources attached to this project, current state of WIA funding, Federal rescissions, and lack of movement on reauthorization.

- **NCCC:**  Such a plan has been discussed for several years.  The Executive Director is a member of the State Integrated Service Delivery Planning Team and Chairperson of the Customer Flow workgroup.  He has been educating the WIB on how integration and the innovation of WIRED work hand in hand.

- **NOVA:**  EDD/NOVA leading effort; presented overview to the Board.  As service integration is an operational function rather than a policy function, the Board will not take any formal action, but will receive progress updates at their regularly scheduled meetings.  Concerns: 1) would this result in the WIA programs taking on more responsibility (including current EDD responsibilities) without a corresponding funding increase,  and 2) their continued ability to demand and expect an exceptional level of customer service.

- **Riverside:**  In July 2004, the Riverside County LWIA embarked on the overlay of Continuous Quality Improvement (CQI) to all processes at the One-Stops or Workforce Development Centers (WDC) as they are referred to in Riverside County.  A the Steering Committee, comprised of WIA and EDD local management, presented the integration plan to the Board for integrating programs for the benefit of Riverside County job seekers and businesses.

- **Sacramento:**  Workforce Investment Board has been closely involved with the planning for implementation of the Workforce Development Service Delivery Integration Initiative over the past 6 months.  The Planning/Oversight Committee of Sacramento Works was briefed at their September and October 2007. Plan to be approved approve the plan on January 23, 2008.

- **San Bernardino:**  The integration initiative was first introduced to the San Bernardino County WIB as an information item to the Contracts and Performance committee.  It was then presented to the general WIB.  The introduction was presented in a PowerPoint presentation.  The Board gave approval to proceed, as well as to form committees to plan Welcome, Skills Development, and Employment teams, and to develop procedures for each.

- **San Diego:**  October 18, 2007, a presentation was made to a committee of the Workforce Investment Board (WIB), the Workforce Advancement Committee (Committee), to introduce the Board to the new service delivery system.

- **San Jose:**  The Operations Committee, Executive Committee and full board have been actively engaged in learning about this initiative.  There have been monthly meetings since its July 2007 introduction where the initiative has been discussed and consensus reached to proceed as a learning lab.  Discussion: Waiver: work2future has communicated with the California Workforce Association (CWA), Employment Development Department Job Services Division and other partners regarding the learning lab.  Work2future has also discussed the need for waivers for the first year of service.  For work2future to successfully carry out the vision to improve upon service integration and to streamline services we will be requesting to waive certain requirements.  One time costs: There may be a one-time infrastructure cost, training staff, modification of current technology i.e. I-Train –

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work2futures web based case management system, and the development of policy & procedures. To support the current model work2future currently contracts intensive case management services at a cost of 2 million dollars per year, not inclusive of training, workshops and supportive services. Any significant funding reduction of 20% or greater over a three year period will result in a reduction of the number of services that can be provided through the new integrated model. Primarily, these reductions will result in the decrease of staff and other essential services, i.e. training and workshops. This will limit the availability of assistance to the large number of individuals seeking services.

- **Santa Ana:** Santa Ana WIB (SAWIB) was initially informed June 26, 2007 it was selected to participate in the Learning Lab initiative. "Learning Lab" concept presented at two WIB meetings on July 13, 2007 and January 18, 2008. Santa Ana WIB members have informally endorsed the service integration initiative.
- **Sonoma:** The concept of an integrated services delivery model and updates on its progress has been reported to the WIB at various times since 2006.
- **Verdugo:** On July 12, 2007, at a regularly scheduled meeting, the local Board was briefed and then approved the participation in the Learning labs.

*1B. Explain the degree of interest and support provided by the Local Board.*
- **Long Beach:** The basic premise was well received.
- **Madera:** Feedback from Board members favorable.
- **NCCC:** The local board is very supportive.
- **NOVA:** Board supportive.
- **Riverside:** The Board members and stakeholders have a vested interest in the success of the current integrated system as it relates to their respective regions. The Board will support all of the teams engaged in meeting the integration system's goals.
- **Sacramento:** Favorable
- **San Bernardino:** The Board understood and agreed that it is important to approach this initiative as a Learning Lab in order to be a part of the planning, rather than waiting until the plans were written and implemented without local area input.
- **San Diego:** N/A
- **San Jose:** The work2future WIB has been committed to creating a more integrated service delivery structure since 2005.
- **Santa Ana:** Keenly interested in the concept of integration of the one-stop's services. Looks forward to receiving regular updates from staff.
- **Sonoma:** In June 2007, with the support of Sonoma County's WIB, the County of Sonoma's local One-Stop, Job Link, volunteered to become one of twelve learning labs located throughout California to implement an integrated services delivery model.
- **Verdugo:** The VWIB was and remains pleased to be selected as one of twelve learning labs.

*1C. Also please share plans for presentations to the Local Board regarding the local integration efforts.*
- **Long Beach:** The WIB's Executive Committee looks at issues of oversight and governance, and the Learning Lab effort will continue on its agenda (unless a formal Oversight Committee is adopted – something that is being discussed at the March Executive Committee Meeting).
- **Madera:** To solicit input from the Board as planning and implementation moves forward.
- **NCCC:** N/A
- **NOVA:** Board will receive progress reports at regularly scheduled meetings.
- **Riverside:** The Board and regional committees will be informed of the integration system's progress at each quarterly meeting by WIA, EDD and other partner staff.
- **Sacramento:** Staff will continue to update WIB at meetings and solicit input as the plan is developed and implemented.

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- **San Bernardino:** Continuous reports and status updates are given at WIB Contracts and Performance committee meetings, as well as at General WIB meetings.
- **San Diego:** Staff will communicate progress on the design and implementation of the integrated service delivery system to the boards through quarterly informational agenda items and periodic presentations.
- **San Jose:** The board has also agreed that the integration initiative will be a standing item for all committees/board meetings for the next 6-9 months. Committees meet on a monthly basis.
- **Santa Ana:** Leadership Team will provide continuous updates to the WIB and its various committees
- **Sonoma:** During their monthly meetings, the WIB is apprised of the One-Stop's progress in planning and implementation of integrated services scheduled to begin on July 1, 2008.
- **Verdugo:** Updates on the integration planning process are and will be provided during VWIB executive meetings and quarterly board meetings. The integration plan will be presented to the VWIB at the April 2008 Quarterly meeting for approval.

*1D. Indicate actions that will be taken by the Local Board to implement a demand driven, skill based, integrated services model for the local One-Stop Career Center system.*
- **Long Beach:** N/A
- **Madera:** N/A
- **NCCC:** Identified and prioritized high regional growth/demand industry clusters. The WIB directed one-stop career centers to focus on training in these fields and work with employers in the clusters to determine their needs and what training is needed.
- **NOVA:** N/A
- **Riverside:** In the initial 2004 plan the Board approved and sought out WIA and EDD management and staff participation through various teams designed to incorporate inclusion of management and staff expertise. The teams are as follows:
    - o   Center Operational Alignment Team (COAT)
    - o   The Integrated Planning Team (IPT)*
    - o   Systems Alignment Team (SAT)
    - o   Information & Analysis Team (IAT)
    - o   Customer Skill Assessment and Development (CSAD)*
    - o   Integration Training Team (ITT)*
    - o   Steering Committee
  *Denotes new teams chartered to incorporate the States draft integration policy.
- **Sacramento:** SETA and EDD have utilized the services of two Workforce Development consultants to develop a Learning Lab Leadership Team and educate staff and board members about the changing economic environment and global competition, changing demographics, changing job skills, and the gaps between the skills of workers and the needs of employers.
- **San Bernardino:** N/A
- **San Diego:** N/A
- **San Jose:** Since 2005, work2future has worked to coordinate activities with EDD and work2future staff to assist in the development and implementation of a plan to integrate WIA and EDD services. The plan has focused on a system-wide approach for One-Stop services integration. Work2future and EDD are collaborating regarding the collection and assessment of data, and the distillation of lessons learned as they relate to the integration of customer services. Work2future is confident that the integration project will only be feasible with the support of partner agencies; if the support is not available then the practicality of moving toward an integrated service delivery model that is effective will be difficult to implement.
- **Santa Ana:** WIB realizes it is time for integration of resources and a new way to do business if the one-stop is to remain viable.
- **Sonoma:** N/A

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- **Verdugo:** Have identified four industry clusters and developed committees. The committees focus on identifying business needs in an effort to search for grant opportunities. Will work closely with VWIB to ensure that consistency in reviewing needed regional demand-driven skills.

*1E. Describe the involvement of all of the One-Stop partners, including the planned process to be used to establish local leadership teams.*

- **Long Beach:** Local discussions on how to move forward as a Learning Lab have included from the very beginning, the local One-Stop Career Centers Manager, the local EDD WSB Manager, several One-Stop Center Program Supervisors (representing the breadth of W-P, Veterans, TAA and WIA Programs), the WIB Executive Director, and the Regional EDD ESB Manager. This group formed the initial leadership team that began to look at the possibilities of an integrated system.

- **Madera:** Gave presentations to partners at WIB and staff meetings, and included partners on functional planning teams. The Executive Director presented the Integrated Services model concept to employers via the Madera County Economic Development Commission and the Madera Compact.

- **NCCC:** Held planning sessions with Wagner-Peyser and Veterans partners. The local boards were invited to a workshop facilitated by Greg Newton in July, 2007. The upper level leadership team is made up of the NCCC Executive Director and the local EDD Program Manager.

- **NOVA:** Local EDD and NOVA management staff have been meeting regularly to develop a local plan, timeline and plan for disseminating information. In October, EDD and NOVA staff began participating in task groups (Welcome and Initial Skills Assessment) to brainstorm ideas for implementing integrated services at the CONNECT! One-Stop. Additional CONNECT! partners will have the opportunity to learn of progress and provide input at regularly scheduled Stakeholder and Steering Committee meetings.

- **Riverside:** All the existing teams and workgroups that were in place prior to the state's integration draft policy include representation from both WIA and EDD management and staff. An additional three teams were established to incorporate the state policy into the local plan. These teams also included management, customer service, and front line staff from each partner. Invitations for membership on Riverside County EDA LWIA leadership teams were sent out to all partnering staff members. Selections were made based on employee interest and a commitment from staff to actively participate in service integration change efforts.

- **Sacramento:** Sacramento Employment and Training Agency (SETA) and EDD have a co-leadership role. Education partner set up a meeting with all of the Adult Education Directors of the local K-12 school districts in December 2007 to discuss leveraging and better integrating skill development services. An EDD member (representing the Workforce Investment Act (WIA) required partners representing Wagner-Peyser, Trade Act and Veterans programs) is on the State Integrated Services Delivery Team and is represented on the local functional planning teams by managers and staff.

- **San Bernardino:** In July of 2007, the County of San Bernardino Local Area invited Greg Newton to present the integration plan to the One Stop Career Center partners that oversee the administration of WIA Adult, WIA Dislocated Worker, Wagner-Peyser, Trade Adjustment Act, and Veterans programs. This was not only a presentation, but an intensive training provided to all staff in all above mentioned programs. WIA Adult and WIA Dislocated Workers are represented by the County. Wagner-Peyser, Trade Adjustment Act, and Veterans are represented by State EDD staff. Attendance at the Greg Newton meetings was mandatory for all County and State staff. During that training, timelines were set for benchmark events, and instructions as to the importance of staff involvement were given.

- **San Diego:** The first step San Diego took towards the design of the new system was to create a single leadership team, which is now called the Network Leadership Team. This team is comprised of the EDD and WIA funded managers in each region of the One-Stop Career Center Network. The Network Leadership Team meets bi-weekly and has decision-making authority in the design and development of the new service delivery system.

- **San Jose:** Work2future has been working closely with EDD and partners to collaborate on the integration effort. Management provided information from other WIBs engaged in integration and shared practices. Board members expressed a desire that if an EDD or WIA staff person is communicating with customers, the customers experience should be the same. work2future's Continuous Quality Improvement (CQI), and Design Teams have

been actively engaged in the initial creation of the subgroups to develop and plan the service delivery model. Work2future also utilizes a web based system http://www.onestoppartners.org to inform and communicate with staff, partners and our board on initiatives and policy & procedures.

- **Santa Ana:** Has a very good working relationship with EDD. Has had a cross-functional team structure in place for the past five years. These teams include the Partner Agency Management Team (PAMT), which consists of staff from all one-stop partners as well as staff providing universal services, case management, youth and business services at the one-stop. Essentially, the PAMT is the foundation for the Integration Leadership Team.
- **Sonoma:** To continue to meet the challenges of the shifting economy, the workforce investment system creates an atmosphere that fosters collaboration between all One-Stop stakeholders. The One-Stop partners are intimately involved in the planning and implementation process for integrated services. Many partners are members of the various workgroups which include the Leadership Team, the Welcome Workgroup, the Skills Development Team & Employment Workgroup, as well as on-going One-Stop committees: Softek, Marketing, and Staff Development. Members include representation not only from WIA, EDD, but also the strong involvement of other One-Stop partners such as Goodwill Industries of the Redwood Empire, SonomaWORKS, California Human Development, and Department of Rehabilitation, Santa Rosa Junior College, North Bay Veterans Resource Center, and Experience Works.
- **Verdugo:** Center management team provides integration updates at monthly meetings with our partners. In addition, partners are invited to our monthly all-staff meetings where the integration efforts are discussed. We invited our education partner committee.

*1F. Describe the membership on the teams and the level of support and cooperation provided by the One-Stop partners.*

- **Long Beach:** The Leadership Team determined composition by staffs' areas of strength and expertise. Consisting of five to ten members, those five teams were chartered around: Intake and Assessment Activities (Welcome Team), Skill Enhancement and Products (Skill Development Team), Job Development and Employer Services Functions (Employer Services Team), Business Services (Solutions Team), and Quality Assurance, MIS, Contracts (Operations Team). ***Learning Lab Discussion Point****:* The comprehensive One-Stop Center in the LWIA had initiated, just prior to the Learning Lab Project, a merger of resources and efforts in the main resource center of the facility. Whereas, the EDD and WIA staff had always supported each other where needed, this effort brought the staff together in new ways, focusing on a customer strategy that served as a pre-cursor to the concept of functional supervision within a learning lab. As a result, it made sense to appoint co-facilitators from EDD and WIA.
- **Madera:** To be patterned after the State Integration Workgroup functional design. Three teams have been developed that represent the three functional areas of service delivery: Welcome Team, Skill Development Team, and Job Getting Team. The Leadership Team recently finalized the membership and focus of each team.
- **NCCC:** N/A
- **NOVA:** EDD and NOVA management and supervisory staff are leading this effort; however, staff at all levels are participating in discussions and planning. We have established five task groups that will be developing the integrated services processes. These task groups include: Welcome and Intake, Initial Assessment, Skill Development, Job Getting, and Employer Services. Staff participating in these task groups represent both EDD and NOVA, and were identified for specific groups due to their expertise in those areas. Staff was given the opportunity to freely voice their questions and concerns regarding service integration and understood from the beginning that they would play a key role in designing, implementing and evaluating the service model.
- **Riverside:** In the initial 2004 plan the Board approved and sought out WIA and EDD management and staff participation through various teams designed to incorporate inclusion of management and staff expertise. The teams are as follows:
    - o Center Operational Alignment Team (COAT)
    - o The Integrated Planning Team (IPT)*
    - o Systems Alignment Team (SAT)
    - o Information & Analysis Team (IAT)

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- o Customer Skill Assessment and Development (CSAD)*
- o Integration Training Team (ITT)*
- o Steering Committee

*Denotes new teams chartered to incorporate the States draft integration policy.

- **Sacramento:** Techniques that have been used to enhance the level of support and cooperation provided by the One-Stop partners include: 1. Participation on functional planning teams, 2. Use of Workforce Development Consultants to work with functional planning, teams and Learning Lab Leadership Team to develop the local plan. 3. Presentations to educate staff, partners, community members and local elected officials on the changing economic environment, the gap between the skills of the talent pool and the needs of employers, and to show how the integrated service delivery initiative will ensure that One Stop Career Centers are poised to close the gap.

- **San Bernardino:** Integration Leadership Teams are comprised of all management and some administrative staff of both County and State departments. The Integration Leadership Team met to begin the development of staff teams. Their charter was to select lead staff from each office that would meet and begin the planning and procedures. Those lead staff, termed System Leaders, meets monthly. They then meet with site staff in the individual offices as often as necessary, but no less than once per month. These meetings are intended to generate the overall plan and procedures and determine how they will be implemented in the offices. Three System Teams were formed. They are comprised of staff and leadership members and they are the Welcome, Skills Development, and Employment teams. The Integration Leadership Team obtains information from the directors/members of the Statewide Integration Team. Leadership members then report out at System Team meetings, information obtained in those meetings is then conveyed to staff at the Site Team level. All Integration Leadership Team and System Team meetings are rotated among the various Integrated Service Delivery Sites in order to develop an understanding of each office's location, customer base, and staffing situation. There is equal representation between partners on each committee. Any unanswered questions are forwarded to the Integration Leadership Team.

- **San Diego:** To ensure staff at all levels have input into the new system, the Network Leadership Team created front line teams made up of One-Stop Career Center staff. Teams have been developed with the idea of creating the new system from the bottom up.

- **San Jose:** The Joint Planning Committee consists of work2future staff representing WIA Adult and Dislocated Workers program, EDD job services that represent Wagner-Peyser, Trade Adjustment Act and Veterans Programs. Each of the representatives is also a member of a work group and has participated in the planning process since inception. This structure allows for a collaborative partnership with EDD, National Council on Aging, Job Corps and other One Stop partners. The commitment of the integration effort will ensure additional roles and responsibilities assigned to partner staff i.e. Welcome Team and Staff Development Team. Work2future anticipates that we will gain at a minimum four staff from our partners to assist with integration. These new opportunities will challenge, inform, organize and bring staff together to provide more informed services to our local area customers. The Joint Planning Team Committee created the following Leadership Teams that are responsible for providing services to clients: Welcome Team, Client Services Team, Process Improvement Team, Staff Development Team, Workforce Intelligence Team, and Business Services Team to support the integration effort. Membership was based on the current in-house structure of One-Stop Integration effort. During the first year, or pilot phase, membership was determined by existing partner affiliations. Work2future's integration efforts reflect the Board's desire to offer a seamless service network to our job seeking and business customers. Driven by a Continuous Quality Improvement approach, the partners strive to integrate their services to allow customers using our One-Stops to quickly and appropriately secure the services that best meet their needs. At the cornerstone of the one-stop integration effort are the CQI, Design, and Leadership Teams. The current team-based structure, commitment to CQI principles and focus on collecting customer satisfaction data has enhanced the level of support from partners over the last two years. This message has resonated with the board, staff and partners, which has increased the level of interest, and support. Updates in the form of newsletters, discussions emails and presentations have been communicated throughout the organization and included in the timeline to consistently provide updates regarding the project.

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- **Santa Ana:** WORK Center Director and EDD Cluster Manager serve as co-chairs of the Leadership Team. Preliminary members to populate each of the three teams (Welcoming, Skills and Employment) were determined through the recommendations of the Leadership Team. It was further determined that it was critical for each team to be led by a member of the Leadership Team to help facilitate and guide the discussion.
- **Sonoma:** When the Integrated Services planning process began, it was assumed that the One-Stop partners would be an integral part of the planning, development and implementation. Partners were given many opportunities to participate in the process -- included as members of workgroups, invited to meetings, and asked to participate in a "Launch Meeting" held last October and a "Town Hall" meeting in January 2008. Santa Rosa Junior College and Goodwill Industries will participate in the Welcome process, the Department of Rehabilitation will supply One Stop information, Experience Works staff will act as workshop facilitators, and California Human Development will facilitate workshops in Spanish.
- **Verdugo:** The Steering Committee membership is from representatives of the City of Glendale, EDD, Workforce Connection, and Adult Education for Glendale Community College. Our goal is to invite other partners in join our Steering Committee. Other teams are from the City of Glendale and EDD.

*1G. Define how the teams will be used in the learning lab implementation*
- **Long Beach:** The Teams established in the planning process thus far largely mirror the functional organization that is being created. Staffs of the Career Centers will be assembled around the focal areas of Intake and Assessment, Skill Development, and Employment. Support and administrative staffs will be organized into groups focused on performance, accounting, and contracts. In most cases, Teams will be site-based. In the case of the Employer Services Team, composition will be regional in nature, with members "hoteling" out of assigned Career Centers, and coming together on projects and efforts common to the entire Workforce Investment Network.
  ***Learning Lab Discussion Point:*** *Over the course of time, discussions helped us to determine that the Solutions Team was best combined with the Employment Team. This decision came with full understanding of the key differences of those services, while recognizing that planning and implementation efforts to contribute to the success of the Learning Lab needed to focus heavily on employment strategies. More traditional business services were largely delivered through several other One-Stop partners, providing a strong leverage to the Learning Lab.*
- **Madera:** N/A
- **NCCC:** N/A
- **NOVA:** Each cross-agency team will work, under the leadership of their functional supervisor, to develop the day-to-day operational policies, procedures and work plan necessary to implement the service integration plan by July 1, 2008.
- **Riverside:** Each of the leadership teams identified above meet regularly to discuss, develop, plan and implement specific integration processes and service flow design elements which will be used in the implementation phase of the learning lab. Recommendations of customer-focused strategies specific within each team are made and a consensus is arrived at among members to incorporate the agreed upon processes into the learning lab service delivery model, with oversight provided by the Integrated Planning Team.
- **Sacramento:** SETA's Learning Lab leadership team is patterned after the functional design that was used by the State Integration Workgroup. Three teams have been developed representing the three functional service areas of an Integrated Service Delivery system: Welcome/Talent Engagement, Skills Development/ Talent Development and Job Getting/Talent Marketing. These teams were developed at a series of Planning meetings held by EDD/SETA Management staff and the Workforce Development Consultant who is working on the Integration initiative at both the state and local levels. Each team has developed specific objectives and goals based on functions identified through those meetings.
- **San Bernardino:** The Integrated Leadership Team oversees the development and process of the System Teams and ensures the System Teams stay on task. Teams in the learning labs are being used to develop flow charts and standard procedures. They are working to develop a common customer flow, create common program procedures and consolidate forms. Cross training and decisions regarding a common IT system are also discussed and considered.

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- **San Diego:**  Regional teams created include the Welcoming Team; Skills Building Team; and the Job Getting Team.  Network wide teams created include the Training Team and the Products Team.  These teams will be explained in greater detail throughout this plan.  Each team has worked to develop standards for the system to follow while maintaining the uniqueness each region has developed over the years.

- **San Jose:**  Welcome & Evaluation Team will be utilized to greet customers, begin the assessment of customer skill levels consistent with employer needs, and direct customers by marketing the services and opportunities of work2future in a manner that captures the customer's interest, while maintaining integrity of data. The Client Services Team - Each customer will participate in additional assessment activities as appropriate, based on the knowledge, expertise, and judgment of the Employment and Training Advisors.  The Client Service Team will assist motivated customers to become self-sufficient. Staff Development Team will be utilized to create a training plan to develop the skills and competencies of all staff to fully function in an integrated environment.  The team will create and deliver a staff-training plan that identifies the topics, competencies, audience and frequency of needed training.  The team will analyze the requisite skills required and conduct a needs assessment with staff to identify what skills they think they need.  Workforce Intelligence – This team will interface with the Welcome & Evaluation Team, and Client Service Team in order to provide technical expertise on display of workforce intelligence materials and products (e.g., the GeoMapper), and to coordinate staff training to ensure that all customers receive the full complement of information available to make occupational and industry choices.  In addition, this team will develop policies a Business Services – The Business Services Team will interface with the Client Services Team to deliver services to customers through specialized recruitments, job postings and job fairs. The Business Services Team, working with the CQI and Design Teams assistance will develop customer satisfaction information collection systems using a common criteria and databases for a better understanding of job seekers and business hiring needs.  In addition, this team will develop policies and develop protocols that will be adopted by the Process Improvement Team in the area of workforce intelligence.  Process Improvement Team – This team is responsible for the development, implementation and modification as needed of current policy & procedures, additionally the Team will aid in the reduction of unnecessary policy, procedures or current systems in place, which will ultimately assist in streamlining future customer interactions that will become quicker and where information will be easily accessible.
- **Santa Ana:**  Cross-functional teams include the Welcoming Team, Skills Team, Employment Team and the Product Box Team. Meeting to discuss staff roles and expectations for their respective teams. Will be developing procedures, flow charts and training manuals, etc.
- **Sonoma:**  When developing the various teams' membership, it was decided that line staff who would be responsible for the various duties and functions of the teams should be intimately involved in the planning.  When Integrated Services begins its implementation in July 2008, management will have made assignments to teams.  Many members of the teams will be providing the direct services which they helped develop.  Not only will their participation in the various teams make for a smoother transition, it will also provide a context for the intent of the various functions in order to determine if the process is operating as it was intended.  The team members who were involved in the development of the teams function and service will be in a unique position to evaluate its success.
- **Verdugo:**  The integration teams are developing the processes and procedures and will develop procedural manuals for each customer flow function. The steering and project committees will continue to provide oversight and guidance throughout implementation process.

**Element 2       As applicable, the local plan will be embedded in all related One-Stop Career Center system documents, including Memoranda of Understanding (MOU), One-Stop Operator agreements, and contracts for service providers.**

*2A. Describe how you will incorporate the language of the integrated service model policy framework into your existing agreements.*
- **Long Beach:**  Existing Workforce Investment Network agreements will be modified to fully incorporate Service Integration language as affected by the Learning Lab Plan. Agreements to be modified or executed include One-

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Stop MOUs, subleases, and sub-recipient/contractor agreements. Changes will focus on the broadening of boilerplate language, statements of work, and resource sharing agreements to ensure successful implementation, cohesive partnering, and sustainability. The Network has been effective at executing successful MOUs and Resource Sharing agreements in the past, and will continue to broaden partner agreement scope as well as related resource sharing in alignment with Service Integration strategy development.

- **Madera:** Revising all appropriate MOU's and contracts.
- **NCCC:** Updating MOUs and contracts to include language on an Integrated Service strategy and the expectations of each party.
- **NOVA:** We believe that our existing CONNECT! partnership Memoranda of Understanding supports providing integrated services in our One-Stop. We will be developing new policies and procedures and a Memorandum of Operation (MOO) between EDD and NOVA. We anticipate completing the MOO by July 1, however given all that needs to be accomplished and current staffing constraints this may not be practical. Our intention is to have the MOO in place as soon as possible.
- **Riverside:** EDA will develop MOUs to include the new Integration language and requirements of the pilot project plan to fully commit the partnership and resources as defined in each agreement combining WIA/EDD systems. Prior to the pilot start date on July 1, 2008, EDA and EDD will have several planning meetings to identify the pilot design and determine the "who, what, when, where and how" of combined WIA and EDD staff and resources. EDA proposes to run the pilot for a minimum of six months to establish a baseline budget and determine what the real costs of Integration will look like. A baseline will need to be established whereby costs for the pilot Integration can best be determined. The MOU and budget will then be amended to address actual combined costs of the Integration. The agreements will include clear start and end dates and will address the role of each partner's resources.
- **Sacramento:** SETA/Sacramento Works is in the process of revising all MOUs to be consistent with new EDD requirements and the revised local plan. SETA will incorporate the integrated service delivery model policy framework with the revisions, ensuring that all MOUs are consistent with the local plan.
- **San Bernardino:** The initial process will be to create an addendum to the San Bernardino County Memorandum of Understanding (MOU) that will incorporate the local integrated service delivery model.
- **San Diego:** The Workforce Partnership will incorporate language on the integrated service delivery system in the new contracts. In addition, the Workforce Partnership and the local EDD will enter into a new Memorandum of Understanding (MOU) effective July 1, 2008. (Note: All agreements will need to be modified once we have an integrated data system from the state.) The current MOU language states that there are four principles that guide the One-Stop Career Center delivery system: Integrated system, Customer focused, Performance based, Universally accessible.
- **San Jose:** We will incorporate language regarding integration in the following ways: Contracts – all contracts for services will specify how the contractor is expected to work on the various customer flow Teams, how contractors are expected to report and record using the common data base, and specify the contractors commitment to the initiative to fully integrate services, MOUs – the MOU required by WIA will be amended to specify each partner's role in a more integrated service delivery structure, commitments to common technology and common use of initial assessment information, One Stop Operator Agreements – this agreement will be amended to specify that the operators will commit and support to the integration activities as specified in this plan.
- **Santa Ana:** Seeking legal counsel on reviewing the existing MOU document to determine the best way to ensure compliance. Each partner will review their current MOU to determine if it will need additional changes.
- **Sonoma:** In April 2008 all partners with a WIA Memorandum of Understanding for services through Job Link will be sent a notice explaining the need to amend their MOUs to reflect the integrated service policy. A copy of this draft Local Plan will be enclosed for their information. Follow up discussions and negotiations will establish partners' specific roles and responsibilities on the various customer flow teams, how partners are expected to report and record using the common data base, and specify the partners' commitment to the initiative to fully integrate services. These agreements will then be documented in the amendments to the partners MOU.
- **Verdugo:** Will draft a Memorandum of Operations (MOO) with the EDD using the template created by the State. Additionally, will collaborate with other local learning labs to ensure consistency in our contract language. This is

the first time we will be developing a MOO and may require technical assistance in this area. Will update current MOU with our mandatory Workforce Investment Act (WIA) partners to incorporate integrated service language.

*2B. Indicate whether you will revise existing agreements or create addendums to agreements for meeting this requirement.*

- **Long Beach:** Existing Workforce Investment Network agreements will be modified to fully incorporate Service Integration language as affected by the Learning Lab Plan.
- **Madera:** Revise existing agreement.
- **NCCC:** See answer to 2A above.
- **NOVA:** See answer to 2A above.
- **Riverside:** Agreements will be amended to include required language specific to the Integration plan. If necessary, addendums will be created to address the evolving process expected by the Integration. Agreements will include an identification of the criteria for measuring the success of the learning lab experience with an understanding of the purpose and expectations in service integration that will be useful in refining the operational design. Performance levels will need to be aligned with the system goals of integration locally. Consideration of the learning lab and how it affects performance will be addressed by negotiating appropriate performance levels to insure protection from sanction should service integration testing adversely impact performance.
- **Sacramento:** N/A
- **San Bernardino:** The revised MOU will include: Commitment of partnership and resources, Integration start and end dates, Role of each partner within the integrated service delivery plan, Criteria for measuring program success, Common performance goals, and Elements of the Memorandum of Operation (MOO)
- **San Diego:** N/A
- **San Jose:** Work2future will create addendums to support the integration effort. The agreements that will require revisions will be the Adult Title I contracts and MOUs with partners to ensure delivery of services.
- **Santa Ana:** At this time, it is anticipated that the integration plan will be included in the MOU as an addendum for partner agencies.
- **Sonoma:** Incorporation of the integrated services policy framework will be done through amendments to the existing WIA MOUs. It is expected that all WIA MOUs will be amended to reflect the integrated services policy framework**.** Since Sonoma County has eighteen separate MOUs with partner agencies, and some amendments will be more critical in implementing the integrated services policy than others, the following sequence of amendments will be followed. Mandated, co-located partners, Non-mandated, co-located partners, and Mandated, non-co-located partners.
- **Verdugo:** Plan to consult with our City of Glendale Attorney to determine the best method to add integration language in our MOU—either with an addendum or a contract revision.

*2C. Describe any challenges you foresee that may delay the timely execution of these agreements.*

- **Long Beach:** N/A
- **Madera:** N/A
- **NCCC:** NCCC sees no challenges in a timely execution of these agreements.
- **NOVA:** We anticipate completing the MOO by July 1, 2008, however given all that needs to be accomplished and current staffing constraints this may not be practical. Our intention is to have the MOO in place as soon as possible.
- **Riverside:** Delays in the timely execution of these agreements may occur due to the complex nature of combining WIA and EDD systems, staffing, cross-training and on the review and approval process for the integrated partners.
- **Sacramento:** N/A
- **San Bernardino:** There are several challenges that may delay the timely execution of the MOU agreements; they are: Merging of two complex federally funded programs (WIA and Wagner-Peyser), State and local approval processes by the Local Workforce Investment Board and then the County Board of Supervisors at the local level, and the extensive state approval process for Wagner Peyser.

- **San Diego:** N/A
- **San Jose:** Challenges that may delay the timely execution of these agreements is contingent upon successful contract negotiations with our current Title I Adult providers and partners.
- **Santa Ana:** 1) the time the Local Workforce Investment Area (LWIA) attorney will need to review and make any changes to the current MOU boilerplate; 2) negotiation process with partner agencies and their respective legal counsel; and 3) the length of time it will take to get through the approval process of their respective governing bodies city council and board of supervisors.
- **Sonoma:** The biggest challenge will be getting sign-off on MOUs with Job Link partners who serve primarily as individual referral training agencies, such as adult schools, since they are often less directly involved in One-Stop operations, have minimal staff and some are in more remote areas of the county .
- **Verdugo:** Legal department has to review and approve the document(s). Hope to have them executed before July 1, 2008.

*2D. Include an estimated timeframe for agreement approvals.*
- **Long Beach:** Execute PY 08-09 MOUs and related Resource Sharing Agreements in May 2008. In support of Learning Lab rollout, several One-Stop Partner Meetings will be conducted with current MOU partners in April 2008.
- **Madera:** To be completed no later than June 30, 2008.
- **NCCC:** Expects a timely execution of these agreements.
- **NOVA:** We anticipate completing the MOO by July 1; however given all that needs to be accomplished and current staffing constraints, this may not be practical.  Our intention is to have the MOO in place as soon as possible.
- **Riverside:** Initial agreements will be completed by May/June 2008.  Any amendments to agreements are estimated to be approved by the second quarter of 2008, once a baseline budget has been established and actual costs of the Integration can be identified and included in the agreements.
- **Sacramento:** MOUs with required partners should be completed by May 2008 and MOUs with non-required partners should be completed by September 2008.
- **San Bernardino:** An estimated timeline for obtaining the approval for the MOU agreement is as follows:  Initial Addendum between primary Integrated Service Delivery partners will be completed in June 08, on WIB agenda in August or September 08, to State for signature in October 08, to County Board of Supervisors for signature in December 08.
- **San Diego:** July 1, 2008
- **San Jose:** Based on conversations with the current Adult Title I provider's work2future anticipates June 30, 2008 as an estimated timeline for agreement approvals.
- **Santa Ana:** Every effort will be made to ensure timely review and processing of agreements while taking into account the lengthy review process inherent in each governing body.
- **Sonoma:** The target date for completion of the first phase of amendments is July 2008. All other amendments will be completed by September 2008.
- **Verdugo:** Expect to have them by June 2008.

**Element 3        One-Stop Career Center service design will be driven by the local economy and employer needs, and draw on quality workforce intelligence, local labor market information, and local employer validation of data.**

*3A. Describe the means you will employ to assess the local economy and employer needs.*
- **Long Beach:** The Network will use a broad selection of labor market and economic analysis/studies to assess the local economy and employer needs. Sources include, but are not limited to:  the State's Labor Market Information Division, Los Angeles Economic Development Corporation, Southern California Association of Governments, and various local economic development agencies and business-serving organizations (e.g., Chambers of Commerce). Specialized analysis/studies commissioned by the WIB, such as the Workforce Intelligence Study (currently being finalized by the Orange County Business Council on behalf of the Orange

County and Pacific Gateway Workforce Investment Boards) will provide analysis of four key sectors - manufacturing, healthcare, logistics, and biotech - from a broad perspective and will identify skill gaps and training needs.

- **Madera:**  Part of a regional targeted labor market survey project to target demand occupational clusters identified by the Central California Workforce Collaborative and the California Partnership for the San Joaquin Valley.
- **NCCC:**  Has done an analysis of the local and regional area for high wage, high growth jobs. The private sector WIB members are leading this approach and staff will continue to expand this information for service design blue prints.
- **NOVA:**  NOVA's LMI Staff publish a Workforce Review that provides a monthly review of labor market statistics and related information. It also keeps statistics on company layoffs. The EDD LMI staff currently maintains local labor market information for use by customers in their job search. Staff also gathers information from industry representatives. Staff who work with job seekers and businesses are gathering and sharing information regarding employer and occupational skill needs.  An example of this is NOVA's Healthcare Careers and Industry Resource Guide, which was developed in 2005.  The guide includes occupational profiles, career ladders, information on training programs and employer information.
- **Riverside:**  Riverside County EDA/WDC currently uses its Business Intelligence Unit to assist in the compilation and analysis of local labor market, demographic and economic information.  This unit relies heavily on the EDD LMID for local and regional data as well as access to ALMIS InfoUSA database.  In addition, EDA has partnerships with the local community colleges through the Chancellor's Tech Prep program and the Department of Labor through the WIRED Initiative.  Both of these partnerships involve detailed research into the local business economy and include extensive surveying of local companies.  Surveys are coordinated and completed by business services staff from the workforce development centers to assess both industry health and workforce needs.
- **Sacramento:**  Sacramento Works/SETA has a variety of partners (Sacramento Regional Research Institute, EDD Workforce Services Branch, California Regional Economies Project) that provide local and regional occupational projections and forecast data to identify the occupations and/or industries that are projected to provide the best opportunities for long term employment (primarily based on absolute growth as well as overall growth rate).
- **San Bernardino:**  Currently, Integrated Service Delivery partners, comprised of the EDD and DWD (Department of Workforce Development), along with DED (Department of Economic Development), are in daily contact with employers throughout the county.  This practice will continue. Through contacts made by Job Development Staff, the hiring and training needs of employers are identified. Services offered to employers include: posting of current job openings into the web-based job match system, screening of applicants for job openings, on-the-job training, reimbursement, customized training contracts, direct referrals for job openings, and assistance with applicants for hiring and recruitment planning to meet on-going hiring and workforce development needs. DWD also partners with city and private economic development agencies to assist with the workforce needs of new and expanding employers in the area.  DWD utilizes DED to nurture relationships with the economic and community development agencies throughout the county. Strong collaboration currently exists between DWD and the several economic development agencies within the county. These strong collaborations will be paramount in our efforts to meet employer needs.
- **San Diego:**  The Workforce Partnership has a division devoted to the accumulation of Labor Market Information (LMI).  Sources of LMI data include the EDD Labor Market Information Division (LMID), San Diego Association of Governments (SANDAG), Bureau of Labor Statistics, and primary research. *A Path to Prosperity: Preparing Our Workforce,* an in-depth study of the San Diego workforce compares the job market and labor supply from year 2000 with projections through 2010.
- **San Jose:**  Various customer satisfaction measuring techniques such as Mystery Shoppers and Comment Cards will be deployed. Utilize labor market information and studies as well as the work2future Geomapper. The Geomapper is a new web based interactive Interface system developed as a powerful, robust tool for workforce development and planning for the City of San Jose's work2future Workforce Investment Board. The website includes dynamic thematic mapping of a "Time Series" databases, ("National Establishment Time Series Database" from 1990 through the present), the Association of Bay Area Governments "Jobs and Housing

projections" and Census Databases. The site features detailed interactive printable/exportable economic and demographic profiles of any selected census geography or city-defined boundary. It also features multi-criteria searching. Work2futures GeoMapper proposes to help workforce development organizations and economic development agencies to develop strategies for sustainable development by providing a tool that accesses and processes information from a variety of sources and displays it in a spatial and visual medium. GeoMapper supports decision-making and promotes better organizational integration and knowledge management for the workforce and economic professional. Industries that are adding jobs need employees with the required skills, and supplying the workforce needed to fill the better-paying jobs raises the standard of living of a region.

- **Santa Ana:** Analyze EDD's Unemployment Insurance and Labor Market Information data, newspapers and business journals, and in-house job order system to determine trends.
- **Sonoma:** Outreach, including surveys of local businesses, will be a part of the One-Stop's strategy for determining the needs of local employers, especially their need for a trained workforce. Also, through research conducted by the Sonoma County Economic Development Board (EDB), local industry sector information regarding employer needs, training opportunities, wage and future growth will be collected. The Employment Development Department's Labor Market Information Division collects, analyzes, and disseminates labor market information for Sonoma County, while the Workforce Investment Board's strategic plan calls for an analysis of Sonoma County's labor market, the local economy, and employer needs. EDD's new Workforce Intelligence Workgroup is developing a Workforce Intelligence data base for job seekers, counselors, and business, which will be updated regularly. We will also work with developing labor market information that is timely and user-friendly, especially for end users, including job seekers, employers, administrators and counselors. Information will be used to provide direction and input for training programs and in forecasting future requirements for employers. The Job Link Marketing team will continue to work with employer organizations, such as chambers of commerce, North Coast Builders Exchange, and the Employer Advisory Council to gather data on local needs.
- **Verdugo:** VWIB used data, by industry covering over a 5-year period, compiled by in-house labor market specialist and EDD's Labor Market Information Division (LMID) to track major economic and industry-specific trends. Met with local employers to assess local labor market needs. Plans to implement employer focus groups and conduct business outreach to determine the skill gaps in their industries.

*3B. Include a discussion of the methodology used for validating the information gathered in this process, (e.g., workforce intelligence and related labor market information)*
- **Long Beach:** The research previously noted utilized standard methodologies and established protocols to determine the workforce needs of businesses and industries and, as such, is validated at the time of publication. However, when possible, the Network will take an extra step to verify the research. As an example, the Workforce Intelligence Study noted above will culminate in a Stakeholder Forum (May 2008). Key businesses and other stakeholders relevant to the four industry sector studies will validate the skill gaps and training needs identified in the research.
- **Madera:** N/A
- **NCCC:** The NCCC WIB/GB will continue to analyze data and validate the results.
- **NOVA:** Utilize labor market studies that have been recently published by NOVA's LMI staff.
- **Riverside:** As mentioned above, the information will be analyzed by the business intelligence unit. LMID's occupational projections are compared and validated where appropriate to survey results regarding worker skills, both current and future, validated using O*NET, and shared with the local education community to identify any skill gaps related to curriculum. This approach is currently being used successfully in the WIRED project.
- **Sacramento:** Sacramento Works staff annually survey local employers and conduct informational interviews to determine the accuracy of the projections and forecast data. The information gathered through the surveys identifies and validates which occupations and/or occupational clusters provide the best employment opportunities for One-Stop Career Center customers and how best to spend training dollars for those customers who have specific barriers to employment and need training or retraining.
- **San Bernardino:** The information received from employers is validated by the EDD labor market information.

## (Element Detail)

- **San Diego:** In May 2008 *A Path to Prosperity: Preparing Our Workforce* will be re-released with current LMI. Front line staff will receive training on this and other labor market information resources. This type of workforce intelligence gives staff the tools to guide their job seeker and business customer.
- **San Jose:** The Workforce Intelligence Team will use on-going customer satisfaction surveys to ascertain the relevance with the end user of our products.  In addition, as part of the on-going grant activities of the integrated system, funds will be secured to provide outside research that will survey and canvas the business community to determine changes and opinions.  This research (conducted by both in-house staff and outside researchers) will validate such items as high growth industries/wages, emerging technologies and successes of the local workforce system. Work2future staff sits on the State LMI advisory group and will validate information prior to dissemination. Moreover, since work2future staff sits on the State LMI Advisory Committee, coordination and access to new products and comparisons to successes in other locales will be facilitated.
- **Santa Ana:** LMI data and UI system data.
- **Sonoma:** As stated, various local partners such as the EDB, EDD, the Job Link Marketing Committee, and the Employer Account Representatives conduct employer surveys to ensure that the services provided to our One-Stop job-seeking clients are aligned with the local employer needs. Not only is local employer information verified by local employer self-reporting, it is also verified using published labor market publications produced by organizations such as the EDB, EDD,  Beacon Economics, and Moody's Economy.com.
- **Verdugo:** Direct employer input validates true economic and workforce trends

*3C. Describe the strategies you will implement to redesign your workforce system to best utilize available data.*
- **Long Beach:** It is anticipated the research data will most influence system integration and service delivery as it is applied to various industry sector initiatives. Data for each industry sector initiative helps determine the strategies required to meet the needs of a particular industry/business.
- **Madera:** Survey results and a training gap analysis will be used to assist local training providers in determining the types, frequency, delivery methods, and curricula to prepare local workforce for demand jobs.
- **NCCC:** Is also moving the service design toward entrepreneurial training, the development of small business job creation components, coordination with educational entities to train job seekers in the skills needed by the local and regional economy to develop competitive job candidates.
- **NOVA:** Will continue to use all of the above strategies in the new redesign.
- **Riverside:** Data will be analyzed by the business intelligence unit.  LMID's occupational projections are compared and validated where appropriate to survey results regarding worker skills, both current and future, validated using O*NET, and shared with the local education community to identify any skill gaps related to curriculum.  This approach is currently being used successfully in the WIRED project.
- **Sacramento:** Will continue to produce the Occupational Outlook & Training Directory; a multi-county directory of the Sacramento region's education and training providers; and an occupation/training index which consists of an alphabetical index of occupations and the local education/training providers who offer related training for those occupations.  Also working with Valley Vision and the other Partnership for Prosperity team members to create an occupation and training web-based application with open-source database language. The Sacramento Learning Lab will also use products identified by the Workforce Intelligence Committee of the California Integrated Service Delivery Planning Team and will receive monthly updates, technical assistance and training from the EDD Labor Market Information Analyst assigned to the Sacramento region.
- **San Bernardino:** After the data is collected adjustments will be made in how we reach out to businesses. (It will also dictate the type of soft skills training we would provide to the job seekers.) In a slow economy a more aggressive approach may be needed to involve businesses in the Integrated Service Delivery Sites.
- **San Diego:** This information is then used to guide training and job seeker skill development and drive workforce development priorities that guide changes to continually respond to local needs of the community as well as future direction of the system.
- **San Jose:** Work2future Business Services has been working within the local business and economic development environment as a charter member of Business owner space.com (BOS), a collaborative network of 39 business service providers. BOS partners work to assist small businesses with a variety of business needs

such as technical assistance, information, accessing capital and human resources. Most often the business services staff (and the thirty-nine members of the BOS network) uses our data and workforce intelligence tools in collaboration with the business community to enhance their experience at the One-Stops.  Similarly, the Welcome & Evaluation Team and Client Services Team will use our products to better serve the job seekers at the One-Stop. Moreover, during the past years work2future has developed solid partnerships with other workforce and economic development systems.  Such as the Silicon Valley Economic Development Association, composed of the top economic development professionals from each city within Silicon Valley.

- **Santa Ana:**  N/A
- **Sonoma:**  The labor market information that is collected will inform the process of assisting One-Stop clients with making job-seeking, skill enhancement and training decisions.  The information will be used to ensure that the One-Stop is allocating resources toward the needs of the local employers, including ensuring the availability of a trained workforce.  This information will be made available to job-seekers so they are better informed as to the viable employment opportunities in the community and what skills and training are required to be competitive in the local job market.  The One Stop may establish or help to coordinate needed training in the business community, including services to incumbent workers.
- **Verdugo:**  Will continue to use data to determine labor market needs. With integration, we will have started to share this data with the entire staff. The functional teams are using this data in their development of procedures and the steering committee will ensure they receive training in this area.

**Element 4        One-Stop Career Center service design will emphasize skill assessment, skill enhancement, and skill-based labor market attachment for all Center customers, with the goal of transforming job seekers into even more competitive job candidates.**

*4A. Discuss how the One-Stop Career Center service design will contribute toward the success and or challenges in linking qualified job seekers with employment opportunities that best match their skills.*

- **Long Beach:**  Employer Services Team, a blend of Network staff and partners (representatives from both community and government agencies who will lend their expertise on services offered to the business community) will provide both the job seeker AND the business customer programs and services, creating a natural link.  The Team is a critical part of this job matching strategy. Working directly with business staff, the Team will connect job-ready customers with current business customers' needs, and, at the same time, outreach to new business customers that might have a job-match potential. In reverse, the large job-ready customer database will be a significant tool for the Team as it seeks new business opportunities.
- **Madera:**  Will focus on skill development, access to skill assessment, skills enhancement/development, and skill certification services.
- **NCCC:**  Planning to move one-stop career centers to a new customer flow/workforce intelligent system that uses the best of EDD services and knowledge with the best of WIA staff expertise and services. The blended staff will guide the customer through the flow that will enable customers to determine their own skills/job skills/ job skills needs through self help and through intense services from the teams.
- **NOVA:**  N/A
- **Riverside:**  The job seeker flow will direct job seekers through a process of assessment, skill building and job referrals.  The welcome team will use a variety of assessment and interview techniques to determine how to facilitate the job seekers employment goals.  They will refer to the Training and Development Team and Employment Services for enrollment and job referrals.
If the job seeker needs job readiness skills, the Training and Development team will conduct in-depth assessment and will refer for appropriate skill training.  Training may include; workshops, on-line courses, community college classes and/or other resources.  Business Services is comprised of Business Solutions and Employment Services.  Business Solutions will work in the field to assess and deliver business solutions.  Business solutions could include any need of the business including recruitment services.  Recruitment requests will be given to Employment Services.  Employment Services is responsible for general business services including recruitment, job match, job fairs, job posting and general Labor Market Information.  Employment Services will connect job

ready job seekers by utilizing all available resources including CalJOBS, rivcojobs.com and SMARTware. The team will also conduct pre-screening and/or pre-testing prior to referring a candidate to the business. Employment Services will conduct a follow-up with the business to ensure that the proper candidates were referred and to obtain placement information.

- **Sacramento:** Designing a system that will focus on talent development, or the ability to provide the talent pool with the skills that are needed by regional employers and link qualified job candidates from the talent pool to employment opportunities that match their skills.
- **San Bernardino:** Enhancements will begin at the first moment a job seeker enters the Service Delivery Sites. All job seekers will be evaluated to determine the type, level and intensity of the services available for them.
- **San Diego:** Our One-Stop Career Center service design will result in our customers identifying their skills, developing their skills, and finding a job with their skills. Additionally, our Business Service and Labor Market teams will provide continuous advice on our employer demands. With this enhanced level of communication, based on a customer driven system, we will ensure that job seekers are receiving appropriate skills training that meet the needs of our workforce. As a result, our job seekers will now gain skills that remain vital in their job search efforts.
- **San Jose:** Work2future has developed its own labor exchange website "Jobs San Jose" system that is dedicated to matching qualified individuals with challenging careers in the San Jose Region. Additionally, Jobs San Jose was created to be the common employer and job seeker interface for our region. Jobs San Jose combines today's powerful Internet search technology with a wealth of recruitment, selection and practical job information pertinent to the San Jose Region. Our trained staff understands the unique needs of San Jose residents, employers, and jobseekers. Access to private and public sector job opportunities is provided to prospective candidates without charge. Agency profiles and links to employer home pages help candidates to further evaluate job listings selected on the basis of location, job classification, requirements, salary and other search criteria. Resume posting and forwarding features facilitate job seekers' efforts to communicate with prospective employers and begin the application process. San Jose City government, private, and public sector agencies with limited funding have historically had less money than many other areas with which to train, recruit and hire its workforce. Jobs San Jose provides an economical method for employers to harness the powerful communication and interactive database search capabilities of the Internet.
- **Santa Ana:** Skill Identification, a short basic initial assessment, registration in CalJOBS, and staff will be trained to screen all job seeker to ensure their skills match the employer's needs prior to being selected for referral.
- **Sonoma:** Sonoma County Job Link aims to effectively link our local job seekers to local employment opportunities by designing and implementing a system that addresses specific local employer needs and assists job-seekers in making informed decisions about needed training and skill enhancement. Labor market information will be a key component in guiding the One-Stop clients. Using labor market data and information culled from the assessment process, we will assist the clients with matching their skills with local employment opportunities. Each client will be assessed at Welcome to identify skill enhancement needed to make them a better candidate.
- **Verdugo:** Focus on skills enhancement. Will do skills assessment and evaluation, then determine barriers to employment and make referrals to appropriate services.

*4B. Address any changes you have made or plan to make regarding re-design of office space; the development of policy and procedure manuals.*

- **Long Beach:** Service integration will occur at three of the Network's four Career Centers, including its comprehensive Career Transition Center (CTC) and the Center for Working Families in Long Beach, and the Torrance Career Center. Some service integration has already begun. In September 2007, the Employment Development Department's (EDD) CalJOBS area and the Workforce Investment Act's (WIA) adjacent Resource Center merged to create one comprehensive Resource Center at the CTC. The first floor of the CTC will be redesigned with specific areas for the Welcome Team, Skill Development Team and Employer Services Team functions. Designated areas for the functional service teams will reinforce the concept of service integration: duties and responsibilities will be service based rather than program based. Other centers are redesigning office space as well.

# LOCAL WORKFORCE INVESTMENT BOARD
# INTEGRATED SERVICE DELIVERY PLANS

## (Element Detail)

- **Madera:** N/A
- **NCCC:** N/A
- **NOVA:** We anticipate reconfiguring our front lobby at the CONNECT! Center to facilitate having new customers complete an online application for all available programs. After the on-line application has been completed, staff will meet individually with customers to review services available and collect appropriate documentation for enrolling customers in all services for which they are eligible (for example: WIA Adult and Dislocated Worker, Wagner-Peyser, Veterans Program and TAA).
- **Riverside:** Riverside County One-Stops have been actively engaged in a Continuous Quality Improvement (CQI) change system.  The goal of the CQI process to align and integrate systems throughout the One-Stop Centers to better serve customers, has resulted in changes to office space design at the Riverside, Hemet and Temecula One-Stop Career Centers.  Changes were made to customer lobbies and career resource areas within these centers to allow for a less congestion and more professional atmosphere. In order to facilitate the initiatives of integrated service delivery, the One-Stop Career Centers of Riverside County will continue its current Continuous Quality Improvement (CQI) system design of co-located Wagner-Peyser and Workforce Investment Act staff within its centers.  The Indio One-Stop Career Center will make changes to the design of its office space that will improve the delivery of services to its customers. The One-Stop Career Centers intend to make changes to the policy and procedures manuals that incorporate the program design elements of Wagner-Peyser and Workforce Investment Act functions. As the service integration initiative moves forward in implementation, policy and procedure changes will be put into place throughout the One-Stop Career Centers that align the systems and functions of both entities, affecting a more seamless method of service delivery.
- **Sacramento:** N/A
- **San Bernardino:** All sites are being evaluated for consolidation of services.  Specifically, the San Bernardino and Redlands sites will merge. New policies and procedures are being updated to address changes in the job seeker flow between teams and use of assessment tools.   These changes will increase the chances for employment and retention rates for all job seekers utilizing services at the Service Delivery Sites.
- **San Diego:** In developing our new service design, there will be changes to the design of the office and new policy and procedure manuals. We are in the process of identifying our floor plan as it relates to our integrated system. Each one of our six centers will propose their floor plan to accommodate their customer flow and their building logistics. The office design will be significant in maintaining an efficient customer flow, effective liberal communication among our teams, and yield cost reduction.
- **San Jose:** Work2future is planning the redesign of the career centers to improve the flow and services available to clients through a new integrated model that will allow us to serve up to 24,000 customers. The Process Improvement Team will be responsible for the development, implementation and modification as need of policy & procedures that will allow work2future to be able to transition to a the new integrated service delivery model.
- **Santa Ana:** Reconfigured the front desk reception area, added ten computer stations, and once service integration is launched, will monitor the incoming traffic to determine if further modification required. Teams are preparing policy and procedures manuals.
- **Sonoma:** Sonoma County is planning to remodel its Job Link offices to accommodate the anticipated influx of clients to the One-Stop, as well as making the One-Stop center more conducive to the newly designed integrated services delivery model by enlarging the lobby, expanding the resource center, and creating additional meeting and workshop space.  If, due to budget constraints, remodeling is not feasible, we will reorganize and rearrange the Job Link facilities to accommodate the increase in One-Stop clients as satisfactorily as possible.  At a minimum, more computers for self-assessment tests will be added and changes will be made in the outreach script used for marketing. It will be necessary to make changes to the local policy and procedures manuals to align with the new process and include a step-by-step description of new services and processes, including a menu of services.  EDD and WIA staff will work in functional units**.**
- **Verdugo:** Redesigning the center is one of the biggest financial challenges in implementing the model. Staff seating will be by function rather than funding source. Teams will have new policy and procedures manuals ready before April 2008, to be approved by the Steering Committee, tested and modified prior to July 1, 2008.

# LOCAL WORKFORCE INVESTMENT BOARD
# INTEGRATED SERVICE DELIVERY PLANS

## (Element Detail)

*4C. How will you access the skills and needs of job seekers? Where will this occur and what staff will be tasked with this function?*

- **Long Beach:** Welcome Team will be responsible for conducting initial customer needs and skills assessment and, based on assessment results, provides referrals to appropriate teams or activities. The initial standardized skill assessment may be conducted at the Welcome Team or an adjacent Assessment Center, depending upon final floor plan design, traffic volume and staffing levels.  Skill Development Team will further assess referred customers through one-on-one interviews.

- **Madera:**  The Welcome Team: initial job skill assessment in the resource center. The Skill Development Team: more comprehensive job skill assessment in groups in resource center or one-on-one with staff.

- **NCCC:**  Assessment will begin at the welcome phase and will continue at each level by making available more assessment tools to determine abilities, specific job skills and requirements, job aptitudes and interests.

- **NOVA:**  After they complete an online application, customers will then meet with a Career Advisor who will conduct the initial needs assessment and identify the appropriate skill assessment instrument for that client.

- **Riverside:**  Riverside County will apply the whole-person approach in assessing job seekers to obtain a complete picture of the individual.  Therefore, a variety of assessment methods will be utilized to measure skills, abilities, and interest.  As a preliminary assessment, staff will review the information on the registration/intake form and conduct a structured interview with the job seeker.  At this time, the job seeker's characteristics, such as past work history, education, and employment goals will be reviewed.  In addition, the job seeker will complete an on-line initial assessment regarding their skill level and career goals.  The results of this assessment, along with the interview, will help determine if the job seeker is considered "job ready", or referred for additional assessment and/or skill development activities. The Welcome Team will conduct the initial assessment on all job seekers at the time they are registered with the Workforce Development Centers.  Comprehensive assessments will be conducted by the Training and Development Team to measure job-relevant skills and the need for further skill development.  Prior to referring a candidate to an employer, the Employment Team may also assess for job specific skills to ensure the candidate meets the job requirements.

- **Sacramento:**  Welcome/Talent Engagement: A short initial assessment will be provided to each job candidate during their first visit, followed by a meeting with a workforce development professional for a short coaching/career planning interview to determine next steps. Skills Development/Talent Development**:** Services will include skill assessments, career planning, coaching, job readiness training, occupational skills training; subsidized employment, employed worker training, and English-language training. Supportive services will be available through the Learning Lab to ensure that the talent pool is provided the skills that are necessary to compete in the regional economy. Assessments will include vocational assessments and in-depth skills assessments, which are more comprehensive and may require staff assistance. Assessments will be conducted in groups, in the computer labs, or one-on-one in the resource room of the career center. The results will drive the referral process to the product box of basic skills and vocational skills enhancements tools.

- **San Bernardino:**  Assessment will start with the Welcome Team and will continue until the job seeker is ready for employment.  The Skills Team will provide additional assessments when skill upgrades are recommended.  Assignment to the Employment Team may either be the last, or the alternative choice, to Skills Development.  In any case, customers assigned to the Employment Team should have a strong understanding of their skills, and with the help of the Employment Team, have the ability to match their skills with what employers are looking for.  All teams who come into contact with the job seeker are involved with building the job seeker's Individual Employment Plan (IEP).

- **San Diego:**  Customers will be welcomed and introduced to One-Stop Career Center services by the Welcome Team.  An initial assessment of job readiness and needs assessment will be made by the Welcome Team in order to refer the client to the appropriate team (Job Getting or Skills Building).  The Job Getting Team or the Skills Building Team, to validate the initial job readiness and skills/needs assessment, will do basic skills testing and other appropriate skills assessments. An Individual Employment Plan (IEP) will be initiated by the Welcome Team and will be built upon as the customer progress through the system by each team.

- **San Jose:**  Through this new model the Welcome Team staff will greet customers in a friendly, welcoming, and professional manner and determine the purpose of each customer's visit and direct them accordingly. If the

customer is interested in additional services, staff will direct the customer to the Skills Team to conduct a one-on-one interview to assess the skill levels, aptitudes and abilities of the perspective work2future customer and concurrently enter required application information into the I-Train system.  Further staff will evaluate the service needs and barriers to employment of work2future customer.  At this point staff will set up and facilitate the assessment activities, analyze assessment results, record assessment and other services provided in I-Train, including entry of case notes to document customer interactions.  Based on assessment information, customers will then be referred back to the Skills Team or the Employment Team where the customer will, begin the development of the Individual Employment Plan (IEP), schedule appointments when necessary for customers to return and other activities as assigned.

- **Santa Ana:**  Welcoming Team will provide initial assessment using a combination of on-line assessment and personal observation. The Skills Team and Employment Team may also provide assessments
- **Sonoma:**  All clients utilizing the One-Stop will be assessed.  When clients first come into the One-Stop they will have their initial interview, data collection and assessment at the Welcome step using tools such as Prove It!, CASAS and O*NET.  Clients who are referred on to the Skills Development and Employment Teams will participate in a more in-depth assessment with current assessment tools such as Skills Scan, MBTI, Strong, SDS, COPS, CAPS, and COPES Battery.
- **Verdugo:**  N/A

*4D. Provide plans for staff training on new tools and systems.*
- **Long Beach:**  WorkKeys and Prove It! are skill identification systems currently being evaluated for use in assessing job seekers' skills and needs. Through each system's training and technical support, a comprehensive training will be provided for integration team members. An integrated train-the-trainer component will have regularly scheduled modules of enhanced training for integration team members. Refresher modules will be developed for seasoned team members.
- **Madera:**  N/A
- **NCCC:**  All staff will receive training in all phases of services available. Cross training will be ongoing and will be analyzed by staff to insure that the goal of integrated services is met.
- **NOVA:**  During the past year, all of NOVA's Career Advisors have participated in training to update their knowledge of the assessment tools we currently use. Once we know of the options we have for assessing customers' skills under our integrated services model, staff will be trained in how to use and interpret the results of these assessment instruments.
- **Riverside:**  The teams will be trained on all assessment instruments to ensure valid results. Training will be conducted in accordance with each test publisher's guidelines, either by a representative from the assessment company or by our Staff Development Unit.  Staff will also be trained on the importance of sensitivity, environmental conditions, security, confidentiality, reasonable accommodations, and test appropriateness.
- **Sacramento:**  The Sacramento Works Career Center system has an established Training Team that coordinates ongoing and relevant training for career center staff. Training topics include coaching techniques, Labor Market Intelligence, change management, assessments, performance measurement, and WIA regulations. This team is comprised of regional representatives from the workforce development, social services, community based organizations and education partners. As the Sacramento Works Learning Lab identifies the assessments to be used throughout the system, the SWCC Training Team will provide training to all staff and partners.
- **San Bernardino:**  Staff training began at the inception of integration with each staff member involved in one of the System Teams (Welcome, Skills, and Employment).  Although most staff is assigned to only one team during the design process of integration, all staff members will be knowledgeable of the responsibilities assigned to each team, and have the training and ability to easily move from team to team.  Staff involvement has included offering input and suggestions for the procedural processes, policies, and job seeker flow since the inception of the integration process.  Utilizing staff from the very beginning has resulted in staff ownership of the entire integration process.
- **San Diego:**  N/A

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- **San Jose:**  A training plan was developed by the Staff Development Subgroup team using a needs assessment survey with staff. Twenty-three (23) responses were collected, 13 from EDD staff and 10 from WIA staff. The plan responds to the highest responses with regard to the Knowledge Areas and the Skills and Competency areas identified on the Needs Assessment. As part of customer flow, staff will be trained in the assessments given to clients. In addition staff will be trained using specific programs and systems that will help serve customer.
- **Santa Ana:**  Staff training will be a standard and continuous part of the Learning Lab. Systematic training will be automatically launched to correspond with the change in service.
- **Sonoma:**  Sonoma County Job Link is surveying various assessment tools to use in the implementation of Integrated Services.  Once the decision has been made, all staff will be trained to use the assessment tools and decipher their results.  Due to budget constraints, Sonoma County will use a "train the trainer" model whenever possible. The Employment Development Department is helping to set up training in CalJobs/PASS for initial data collection.  WIA staff will train in JTA.  Staff will be trained in partner eligibility and services, and training in dealing with change and transition will be provided.
- **Verdugo:**  Participating in a collaborative effort with the San Diego WIB to develop a comprehensive training program. Will also use training provided by EDD's Capacity Building Unit, Los Angeles- Ventura Workforce Services Divisions Training Center, and other training vendors.

**Element 5**     **This service design and all services will be available at all locations within the local One-Stop Career Center System.**

*5A. Describe the effort of the learning lab, including partner participation toward the development of an implementation plan that will ensure a comprehensive approach for adopting the integrated service model throughout your local area.*

- **Long Beach:**  The entire process of planning to-date has included the Network's four Career Centers, and its specialized Youth Opportunity Center. Leadership at all levels has been completely involved, and Learning Lab implementation will be consistent in its design and implementation. As formal decisions are cemented, the Network's existing Operations Team will work to translate processes into a system-wide procedures manual for delivering services.
- **Madera:**  To be used at both of the comprehensive one-stop career centers.
- **NCCC:** All locations will offer a consistent menu of services to ensure consistent inclusion into the customer integrated pool.
- **NOVA:**  The CONNECT! Center is the only one comprehensive one-stop in the NOVA Workforce Investment area.
- **Riverside:**  To ensure consistent implementation of the integrated service delivery model designed by the Riverside County LWIB, the Workshop Alignment Workgroup (WAW) has been chartered. The WAW is tasked with designing and implementing tools, strategies and processes that move the operations within and across centers to a more integrated approach, as well as ensuring that core processes across all centers are operating in a consistent and systemic fashion.
- **Sacramento:**  It is the intent of the Sacramento Integrated Service Delivery system to consistently implement the Learning Lab throughout the local area. Currently, there are 12 One-Stop Career Center locations in Sacramento County. To ensure that the integrated service delivery system is implemented throughout the local area, SETA will release an RFP for the new design in February 2008, will include partners in the functional planning teams, and will train all staff and partners in the integrated service design.
- **San Bernardino:**  The Integration Leadership Team of San Bernardino County is working cohesively with the three System Teams to ensure that the processes developed will meet the requirements of consistent implementation at all of the Integrated Service Delivery Sites within the County.  Every team has representatives from each of the sites to ensure that the uniqueness of the individual locations is addressed and that there is the necessary input and buy-in from all of the sites for the proposed integrated service delivery model.
- **San Diego:**  As we work on the design of our integrated system, certain aspects of the service delivery, tools used, and client flow is being standardized across regions to ensure consistency.  While we are planning for a soft

launch in May 2008 and a transition from our current environment of service delivery, we plan to implement all components of integration on July 1, 2008, rather than phasing in any of the components.  The only exception to this plan will be the common data system, which is dependent on the state's timeline for implementation.

- **San Jose:**  work2future has an established a oversight and monitoring team to ensure consistency, which will include on-site monitoring visits utilizing a quality index tool that surveys ongoing performance.   The current structure of CQI and Design Teams are charged with process management improvements.  These teams will continue to evaluate the core processes and find opportunities for improvement. Finally, we will utilize our ongoing customer data collection and analysis system to gather feedback from customer on whether the processes that affect them are deployed and operate in a consistent fashion.
- **Santa Ana:**  Santa Ana has only one comprehensive One-Stop Career Center (Santa Ana WORK Center).
- **Sonoma:**  Sonoma County has only one One-Stop. All services will be available at this location.
- **Verdugo:**  Have one comprehensive One-Stop Center that is located in Glendale and another satellite location in Burbank that is a universal access center. Both sites will be integrated. Burbank satellite will receive career coach and business services assistance from the primary site. Burbank satellite will have their own product box of local offerings as well as access to the primary's sites product box.

*5B. Include a list of One-Stop Career Center locations and other service points in your area which will provide integrated services.*

- **Long Beach:**  To ensure the Integrated Service Delivery design model is consistently implemented, the adopted model will mirror at three of the four One-Stop Career Centers within the Network's service area:
  - Career Transition Center – Long Beach
  - Center for Working Families – Long Beach
  - Torrance Career Center – Torrance

  The fourth Career Center, Harbor WorkSource Center, is a "comprehensive" One-Stop; however, while within the Network, it is not part of the actual Local Workforce Investment Area. That Center falls under the City of Los Angeles WIB's area – one that is not participating as a Learning Lab.
- **Madera:**  Madera and the satellite center in Oakhurst.
- **NCCC:**  Our career centers in Colusa, Willows, Orland, Lakeport, Yuba City, and Marysville.
- **NOVA:**  Our only comprehensive center is CONNECT! Center in Sunnyvale, CA.
- **Riverside:**  The service integration model will be implemented by the target date of July 2008 at the following One-Stop Career Center locations: Workforce Development Center (WDC) @ Riverside, WDC @ Hemet WDC @ Indio, WDC @ Temecula, Employment Development Department (EDD) @ Corona, and EDD @ Blythe
- **Sacramento:**  It is the intent of the Sacramento Integrated Service Delivery system to consistently implement the Learning Lab throughout the local area. Currently, there are 12 One-Stop Career Center locations in Sacramento County.
- **San Bernardino:**  Employment Resource Center (WIA & EDD ISDS), 9650 9th Street, Rancho Cucamonga 91730, Employment Resource Center (WIA & EDD ISDS), 646 N Sierra Way, San Bernardino  92410, Employment Resource Center (WIA stand-alone ISDS), 15555 Main St, Ste G4, Hesperia  92345, Workforce Services Office (EDD stand-alone ISDS), 17590 Foothill Blvd, Fontana  92335, Workforce Services Office (EDD stand-alone ISDS), 814 W Colton, Redlands  92374 , Workforce Services Office (EDD stand-alone ISDS), 15419 Cholame Rd, Victorville  92392. All Integrated Service Delivery Sites will implement all processes on July 1, 2008.
- **San Diego:**  North County Coastal Career Center  - Oceanside, CA, North County Inland Career Center – Escondido, CA, Metro Career Center – San Diego, CA (University Avenue)- Kearny/Serra Mesa Library Branch – San Diego, CA (Aero Drive), South Metro Career Center – San Diego, CA (Imperial Avenue)-Center for Employment & Training Grant Hill Branch – San Diego, CA (Market), East County Career Center – El Cajon, CA-Spring Valley Library Branch – Spring Valley, CA, South County Career Center – Chula Vista, CA-Bonita Sunnyside Library Branch, Bonita, CA**,**
- **San Jose:**  One-Stop San Jose Center, One-Stop Campbell Center, and One-Stop Gilroy Center

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- **Santa Ana:** Santa Ana WORK Center located at 1000 E. Santa Ana Boulevard, Suite 200, Santa Ana, CA, 92701.
- **Sonoma:** As previously stated, Sonoma County has only one One-Stop and Integrated Services implementation is planned to be fully implemented beginning July 1, 2008.
- **Verdugo:** Glendale and Burbank, CA

**Element 6     Integrated service delivery has the following three major components which are to be incorporated into each locally developed plan.**

*6A.1. Please indicate the option to be used by your local partnership and describe how it will be implemented throughout the One-Stop Career Center system; describe how the local client flow will assure that all clients receiving the benefit of the One-Stop Career Center system will be reported through the system.*

- **Long Beach:** The Workforce Investment Network has decided to proceed with system-wide adoption of its web-based Virtual One-Stop System (VOS) as the mechanism to collect data, track, manage and report activities to the local Operations Team and to the State. Selection of this system will assure an accurate unique count of customers entering the Career Centers. This local reporting system will upload data to JTA in accordance with federal and state reporting requirements and will provide for collection of the full range of required data across all integrated programs, including Workforce Investment Act, Wagner-Peyser, Trade Adjustment Act, Veterans Employment & Training, and Special Programs (WIA and non-WIA-funded). Based upon analysis of existing systems, VOS is the one tool with the ability to provide single-application and common intake solutions that eliminate duplicate entry into systems, create efficiencies in data collection, and ensure that all EDD and WIA staff are working consistently.
- **Madera:** A combination of locally developed system and CalJOBS$^{SM}$ will collect the data required across all programs. All customers' data will be input at each appropriate interval for tracking and performance measures.
- **NCCC:** Will use the CalJOBS$^{SM}$ s system to <u>upload</u> data to the Job Training Automation (JTA) system.
- **NOVA:** It is our intention to continue to use the Customer Information Services Reporting System (CISRS) currently in use at the CONNECT! One-stop Center to track universal services in addition to all enrolled client services and upload to JTA.
- **Riverside:** The Integrated Planning Team is evaluating the use of its locally developed client management tool and other options. A decision has not been finalized. The flow of customers has been determined on a macro basis. A decision on the tool to capture all customers has not been finalized.
- **Sacramento:** The Sacramento Integrated Service Transformation partnership will use is a combination of CalJOBS$^{SM}$ and SMARTware, a locally developed client management system. This local reporting system will provide for collection of the full range of data required across all the integrated programs. Data will be uploaded to the JTA system for reporting in compliance with federal and state reporting requirements.
- **San Bernardino:** Although the local partnership has not determined which of the three system approaches it will utilize, it is anticipated that the local system(s) will have the capability to ensure an accurate unique count of all customers entering its integrated facilities, and to collect a full range of data as required across all the integrated programs (WP, WIA, TAA and VET). All Integrated Service Delivery Sites will be required to simultaneously register customers into all appropriate programs through the chosen system(s). The local area anticipates a decision prior to the first dress rehearsal. To ensure that all customers are reported through the chosen system, there will be a single point of customer entry at each integration facility. Every customer entering one of the local integration facilities will complete a standardized questionnaire and will be registered simultaneously into all applicable programs through the system or systems to be determined. In addition, all activities and services will be recorded electronically as the system works toward a goal of a paperless delivery system.
- **San Diego:** The San Diego local partnership has tentatively decided to use a combination of CalJOBS$^{SM}$ and our locally developed client management system, Customer Information Services Reporting System (CISRS) to capture and report data. The San Diego Network Leadership Team is committed to streamlining the intake process and avoiding duplication. Each member has agreed to use CalJOBS and CISRS, and all staff in the network will be required to use the same automated system(s). Also, the required use of specific automated

systems is always included in the One-Stop Career Center operator contracts. Since customers enter the One-Stop Career Center system through various means, such as employer recruitments, Personalized Job Search Assistance (PJSA) and Initial Assistance Workshops (IAW), processes will be established to ensure all clients are enrolled and all appropriate data are collected. Enrollment will be required of all customers wishing to use any of the tools, resources, or services of the One-Stop Career Center network.

- **San Jose:** Will utilize option number three: A combination of a work2futures locally developed client management system and CalJOBS$^{SM}$. This local reporting system will provide for collection of the full range of data required across all the integrated programs. Data will be uploaded to the JTA system for reporting in compliance with federal and state reporting requirements. Any additional services provided will enter required application information into the I-Train system. If the State's proposed bidirectional system cannot be developed, work2future will then utilize option two and develop its own labor exchange system to comply with the requirements of option two.

- **Santa Ana:** Enter all customers into the system. Customers will be entered into JTA system at this time if identified as needing those services. Have developed flow charts. The flow charts are in included in Attachments D, E, and F. Enrollment into CalJOBS$^{SM}$ should be sufficient to collect data for core and intensive services at the local level. This data will be accessed at the State level and combined with data submitted via JTA on those customers who have been enrolled into WIA funded training. Adult Common Measures outcome goals will be negotiated for the integrated customer pool.

- **Sonoma:** The County of Sonoma will be using Option 1: a combination of CalJOBS$^{SM}$ (and the associated subsystems) and the Job Training Automation (JTA) system for registering its One-Stop participants. Line staff from both WIA and Wagner-Peyser will be trained on the CalJOBS$^{SM}$ system. Staff will enter client information into CalJOBS$^{SM}$ at registration. This information will be uploaded into the JTA system. For those clients who progress through Integrated Services beyond registration, WIA and EDD staff (and, possibly, other partners) will complete the appropriate JTA screens. All One-Stop participants will be registered into the new reporting system at the clients' first point of entry by the Welcome team and will have staff-assisted services. If clients are working primarily on their own job search in the Resource Center will be staffed for immediate client services, questions, and computer help.

- **Verdugo:** A combination of CalJOBS$^{SM}$ (and the associated subsystems) and the JTA System. Staff will have access to EDD's PASS System and will enter case notes and referral activities for each job seeker. We have been advised that data entered in CalJOBS$^{SM}$ and PASS will be uploaded into the JTA system. Training will be provided to all staff on the three systems: CalJOBS$^{SM}$, Pass, and JTA.

6A.2. *Although negotiations are not required at this phase of the planning process, if your partnership has discussed expected entered employment, retention, and average wage levels for the common customer pool, please provide the partnership's recommended performance levels.*

- **Long Beach:** It is anticipated that significant changes will occur in the characteristics of our common pool participants through transition from limited WIA enrollments to all customers being simultaneously registered (whenever eligibility permits) in the performance measure calculation of the Workforce Investment Act, Wagner-Peyser Act, Trade Adjustment Assistance and Veterans Employment and Training programs. Anticipated enrollment increases and service delivery adjustments prompted extensive dialog of Common Performance measures – expected entered employment, retention, and average wage levels for the common customer pool. Such a sizeable increase in enrollments may also increase our exit cohorts under the common measures, at least initially while engagement strategies are being developed, implemented, and refined. It is unknown at this time if this increase in our exit cohorts will increase or decrease performance outcomes.

- **Madera:** Has not discussed performance goals related to the integrated service delivery model.

- **NCCC:** N/A

- **NOVA:** We are in discussion with our partners regarding realistic performance outcomes for our new integrated services model.

- **Riverside:** The Common Measures outcome goals have not been finalized at this time.

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- **Sacramento:** One of the main proposed features in the new Integrated Services Transformation Initiative is the establishment of performance accountability for all customers in the pool, which is expected to be about 30,000 in the first year. The impact of including all customers in the calculation of performance outcomes will not be known until after the first year. Historically, establishing performance goals for a new initiative requires selecting a baseline year. Because the impact of the new service integration on performance cannot be evaluated currently, the LWIB is requesting that performance data collected in the first year of the implementation (PY 2008-09) of the Learning Lab pilot project to be the baseline year, which will be used to propose the LWIA Adult Common Measures goals for the new initiative in Program year 2009-10. Sacramento Works/SETA is requesting a waiver of performance accountability for Program Year 2008-09.
- **San Bernardino:** A mutual agreement between the Integrated Service Delivery Sites' partners on Common Measure goals has not been finalized at this time.
- **San Diego:** No concrete discussions have been held relative to the common measures and other performance goals. We are committed to the integration principle of enrolling all customers seeking One-Stop Career Center services. This could potentially increase our common pool of customers from 2,500 to 26,000 customers per year. It is imperative that the automated system and reporting requirements support a streamlined enrollment process. We will be better able to establish measures and local goals when we know the automated process and requirements.
- **San Jose:** At this time work2future is still in discussion of common measures and goals, to be presented a future board meeting.
- **Santa Ana:** Will develop performance goals and will submitted them to the state for approval during the negotiation process.
- **Sonoma:** The County of Sonoma is in the beginning phase of discussing performance goals for program year 2008-2009, its first year of Integrated Services Implementation. The conversation has included comparing previous years' performance as well as the current significant changing economic conditions in Sonoma County and how that would potentially impact performance. However, recommended performance goals have yet to be determined.
- **Verdugo:** Have not developed metrics for our integrated system.

6A.3. *If recommended performance goals have been developed, please describe the method used for determining these levels and any historical data used to evaluate performance expectations for the common customer pool.*
- **Long Beach:** N/A
- **Madera:** N/A
- **NCCC:** N/A
- **NOVA:** N/A
- **Riverside:** N/A
- **Sacramento:** N/A
- **San Bernardino:** N/A
- **San Diego:** N/A
- **San Jose:** N/A
- **Santa Ana:** N/A
- **Sonoma:** As stated, in collaboration with our Local Workforce Investment Board, the County of Sonoma is in its beginning phase of discussing performance goals for both program years 2007/2008 and 2008/2009. With the recent notification of Common Measures Performance officially beginning in 2007/2008, we anticipate we will base 2008/2009 performance on the results of the first year of Common Measures performance measure implementation on 2007/2008 as well as consider the ever-changing factors of our local economy.
- **Verdugo:** N/A

6B.1-1. *Describe efforts of the learning lab to offer and provide all customers three types of services, including (1) an initial, standardized skill assessment from which an initial service plan is designed*

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- **Long Beach:** Subsequent to completion of the on-line Job Skills assessment, the customer will participate in a structured one-on-one interview with a Welcome Team member. During this initial suitability assessment, various work readiness factors will be discussed. These factors form the basis of the initial services plan developed jointly by the staff member and the customer.
- **Madera:** Continuing to identify the services provided by each team and establishing a process for the flow of customers through the three types of services. Initial assessment tools and skill development activities are being developed and are summarized in the customer flow chart.
- **NCCC:** Basic interest survey/assessments will be done at the welcome phase. More comprehensive assessment at the skills development level. Job Development Team member may also offer further assessment tools.
- **NOVA:** We are currently waiting for more information from the State Work Team regarding the options we will have available for initial assessment of each customer's skills. Career Advisors will work with the customer to develop an individualized job search and services plan that will provide a roadmap for the customer's job search process. This plan will include strategies for enhancing the customer's skills to make them more competitive for current employment opportunities and future career opportunities.
- **Riverside:** Customers will complete an on-line skills assessment to determine job readiness. Based on this initial assessment, customers who are not job ready will be referred to staff who will conduct a comprehensive assessment. The results of these assessments will be used to design an employment plan with the customer.
- **Sacramento:** The flow and the services provided begin with the Welcome/Talent Engagement function, where orientation, registration, community referrals and the initial standardized assessments are completed. An initial, standardized assessment, career coaching and an action plan will be completed on a customer's first or second visit to the center. Customers will work with career center coaches to assess their skills and identify whether their action plan should focus on skill/talent development or job getting/talent marketing functions.
- **San Bernardino:** The integrated service delivery process is divided into three components:
    1. The Welcome Team component is responsible for customer routing, data collection, eligibility, co-registration and initial assessment
    2. The Skills Team component is responsible for comprehensive assessments and skills enhancement activities
    3. The Employment Team is responsible for job development and promotion activities

    Each customer will be administered an initial on-line assessment, yet to be determined. Based on the results of that assessment:
    - A customer may be referred to the Skills Team component where an Individual Employment Plan (IEP) will be prepared based on the customer's training needs, or
    - A customer may be referred to the Employment/Employment Team where an IEP will be prepared based on the customer's employment needs.
- **San Diego:** The customer flow has been designed so that all customers interested in receiving One-Stop Career Center services or resources will be required to view a brief Introduction to Services that will explain the services offered and invite customers to use our services. Those interested in finding a job or training will be referred to an orientation where they will be given an individualized assessment. All customers who successfully complete the assessment will be enrolled in WIA/Wagner Peyser/Special Programs and referred to the Skills or Job Getting Teams as appropriate. An initial assessment of job readiness and needs assessment will be made by the Welcome Team in order to refer the client to the appropriate team (Job Getting or Skills Building). To validate the initial job readiness and skills/needs assessment, the Job Getting Team or the Skills Building Team will do basic skills testing and other appropriate skills assessments.
- **San Jose:** Once it is determined that a customer is interested in work2future services, the Welcome & Evaluation Team will sit with the customer and begin the enrollment process. The customer will receive an appointment for assessment and an interview with a Client Services Team member. The Client Services Team will conduct appropriate interviews and needs assessments (includes comprehensive assessment as needed) with customers to identify barriers, skills, aptitudes and interests in relation to their employment goals. The Client Services Team

will also deliver a variety of employment and skill development services for customers addressing their needs in the areas of education and employment. These services will also maintain a high level of expertise with the local labor market to ensure that services are aligned with employer and labor market needs.

- **Santa Ana:** In the planning stages of identifying standardized skills assessment tools that will be utilized.
- **Sonoma:** Sonoma County is still planning the process of client flow through the One-Stop. The process currently being discussed is outlined here; however, the process is subject to change. Clients using the One-Stop will begin with the "Welcome" process, where they will first meet with members of the Welcome Team, to determine their reason for visiting the center and what services they are seeking. These services may include a referral to one of the partner organizations' services, such as a referral to Veterans' Services, Department of Rehabilitation Services, the Migrant Seasonal Farm Worker Program, or the Trade Adjustment Act. More commonly, clients are looking for assistance with job search, a new career, or training. After the initial need is determined, clients will engage in a brief one-on-one interview with staff and complete a standardized skill assessment tool, such as Prove It!, CASAS, or O*NET. Given the results from the interview and assessment, an initial service plan will be developed which will direct the client to a partner agency or to either the Employment or Skills Development teams.
- **Verdugo:** All Job Seekers entering the center will be enrolled and provided an initial assessment. Depending on barriers to employment, a more intensive assessment will be conducted and/or the job seeker will be referred directly to employer services. Each function of the customer flow has access to a product box of work-search activities.

6B.1-2. *Describe efforts of the learning lab to offer and provide all customers three types of services, including* (*2*) *a robust menu of demand-driven, skill enhancement products (including, but not limited to, occupational training)*

- **Long Beach:** The Skills Development Team member will use both traditional labor market information system tools such as California Occupational Guides and California Occupational Profiles as well as additional products to maximize customers' and business professionals' decisions that will enhance workforce intelligence. Demand-driven, internal and external skill enhancement products include but are not limited to: Training and workshops, Basic skills training. Computer training, E-learning activities, On-the-job training, Job specific skills / skills upgrade, Occupational skills training for targeted industries. Other skill enhancement products include: The Port Opportunities Initiative – opportunities in the Logistics / Goods Movement, The Medical Industry Initiative – addressing the critical shortage of Healthcare workers, The Construction Jobs Initiative - pre-apprentice skills training, hazardous waste and refinery safety training operations, Hire-A-Youth Initiative that includes the Work Readiness Credential for Youth ages 18 - 24
- **Madera:** Assessment tools and skill development activities are being developed and are summarized in the customer flow chart
- **NCCC:** Referrals may be made to workshops, the Skill Development Team or the Employment Teams. If more intense services are needed, and enrollment into a WIA activity will be the state model, an additional application and data collection will be made at this point, BEFORE a referral to the Skills Development or the Employment Teams.
- **NOVA:** Almost all of the service components of the integrated services model are currently available in our One-Stop. We have staff work teams responsible for the delivery of these services in the process of evaluating which of the existing service components will continue to be offered, which ones need modifying and what will be added to the array of the services currently available.
- **Riverside:** A comprehensive menu of demand-driven, skill enhancement products including soft skills training, vocational training, vocational English, career counseling, and job search assistance i.e. mock interviews and resume preparation/update, will be offered through various workshops, community college courses, on-line courses and other resources.
- **Sacramento:** If a customer needs skill/talent development services in order to be competitive in the regional labor force, they would work with Talent Development coaches, who will assist them in fully utilizing the talent development products offered through the career center system. Skill/talent development products include: Action Plans (Talent Development), Pre-Employment Skills Training, Soft-Skills Training, Financial Literacy, Basic Skills

Training, Workforce Intelligence, Computer Literacy Training, Career Assessment, In-depth Skills Assessment, Career/ Technical Education, Vocational Training, On-line Training/Distance Learning, Tuition Assistance, and Subsidized Employment.

- **San Bernardino:** Customers in need of some form of skill enhancement will be offered demand driven services such as: Occupational and vocational skills training, OJT, Adult Education, Job Readiness, Customized training, Basic Skills Remediation, Workplace literacy, Apprenticeship programs, Interviewing workshops, Tutorial programs, and Comprehensive Assessment. For customers who are considered "Job-Ready" or have completed activities through the Skills component, the list of demand driven services include: Job Referrals, Job Search, Soft skills training such as listening and public speaking, budgeting, Job Assisted Workshops such as Interviewing Skills Development, Dress for Success, Career Transitioning and Stress Management, Group Counseling, Resume Preparation, Job Clubs, Skills Development and Employment customers will also be given the opportunity to review local Labor Marker Information (LMI) on demand occupations, industry clusters and career ladders.
- **San Diego:** The Product Team has produced an extensive list of products to serve the job seeker and employer customer and they are in the process of prioritizing the list. The LWIA is also examining the cost of some of the desired products in relation to the available budget.
- **San Jose:** If a customer is in need of additional services they will be referred to workshops, short-term occupational skills training, apprenticeships, on the job trainings or a long-term training if indicated. Once completed, customers will then have the opportunity to obtain sustainable employment through the successful marketing of their skills by being referred to an employment opportunity built on existing industry relationships and partners of the Business Services Team who with the assistance of the Client Services Team will job-matching opportunities for both the job seeker and business customer.
- **Santa Ana:** The Product Box team has been created and an initial list of product box contents has been recommended by the three teams. Possible products may include but are not limited to a variety of workshops, computer training, job search engines, etc.
- **Sonoma:** The service plan may include one or more skill enhancements from the One-Stop's menu of services and may also include occupation skills training.
- **Verdugo:** Developed a product box of activities for the job seeker and employer. Will also include partner activities in our comprehensive product box.

6B.1-3. *Describe efforts of the learning lab to offer and provide all customers three types of services, including (3) a method for attaching center customers to the labor market by responding to employer qualifications and, whenever possible, verifying skills prior to referral of job candidates to employers.*
- **Long Beach:** Connecting qualified jobseekers to the labor market will be achieved through the standardized skills assessment as described above to efficiently match the demands of the employer. A comparison of the job description and requisite skills will be made with the results of the comprehensive assessment. This can be done in the Virtual One-Stop labor exchange system, in which the candidates' resumes are ranked by percentile match to the skills of the job order. After the customer skills are verified by Skills Development or Employment Team members, a referral will made to the employer through job matching strategies.
- **Madera:** Using workforce intelligence, available labor market information, and local contacts with employers, the Learning Lab will determine and refine employer skill requirements and will work with local education and training partners to prepare job seekers to meet employer's needs.
- **NCCC:** The Job Development/Employment Team will have the task of linking customers with the labor market.
- **NOVA:** N/A
- **Riverside:** Individuals who are job ready, or who have participated in and completed any of the skills enhancement products identified above are placed in the center's Employment Candidate pools that include: the industry cluster pool, CalJOB$^{SM}$s, rivcojobs.com and the SMARTWare system. These customers are selected for pre-screening and pre-testing to verify whenever possible, they meet the specific, identified skills requirements of the employer prior to referral.

## (Element Detail)

- **Sacramento:** If a customer has the skills necessary to compete in the regional labor force, they will work with Talent Marketing coaches, who will provide access to products that enable customers to identify labor market opportunities and the skills required to obtain them. Talent Marketing products include: Action Plans (Job Advancement Plan), • Workforce Intelligence, Resume Assistance, Interviewing Assistance, Job Matching and referrals, Pre-screening and referrals, Employer Orientations & Interviews, Industry specific/general Job Fairs, Employment Networking, Job Coaching/Career Counseling, and Customized Recruitment.
- **San Bernardino:** In order to be referred to employers for job openings, customers who have been determined job ready will be pre-screened in the Employment component to ensure they meet the minimum skills and ability requirements as identified by local employers.
- **San Diego:** We are still in the planning phase with regard to the role of the business service teams. Business goals will be identified when we establish their role and functionality within an integrated system. LMI and the Business Services staff will collect data on industry-required skills and hiring practices as they serve businesses to build a base of knowledge from which to prepare job candidates for employment. The first step to attach customers to the labor market will be through the requirement to register and post their resume in CalJOBS. Customers will also be engaged in various types of recruitment activities and staff driven matching and referral efforts.
- **San Jose:** Prior to the assessment services the Client Services Team will have interacted with the Workforce Intelligence Team and the Businesses Services Team to study the current labor force, develop estimated earnings for selected industries, research industry employment, historical employment and unemployment data, immigration-related studies, industry growth, trends, legislative analysis and more to assist the customer and be responsive to the labor market and employer qualifications. Additionally, work2future will have the capacity to deliver services to customers through specialized recruitments, job postings and job fairs.
- **Santa Ana:** Will offer customers and employers labor market tools including an internet based labor market information. Preparing a procedural manual to identify and verify customer's skill sets prior to referring to job openings.
- **Sonoma:** The menu of skill enhancement services includes a workshop on current labor market needs in the community as well as skills that are in high demand, as reported by the local employers.
- **Verdugo:** The Initial Assessment tool will provide our staff with a general background of the job seekers work-readiness. Besides our Employer/Businesses Team, all teams will receive ongoing labor market training. In order for us to succeed in this new service model, we must capture the business skills need in order to place appropriate job seekers in their organization. The product box will include, and not limited to, on-site workshops that focus on soft skills such as, customer service, phone etiquette, dress to impress and work ethics. All job seekers with identified barriers will be referred to appropriate product box activities and must complete those activities prior to employment referrals.

*6B.2. Please identify which skill assessment tool(s) the learning lab will use, how and why the tools were selected.*
- **Long Beach:** Several comprehensive on-line assessment tools are being considered at this time, including Prove It and Work Keys. Foster Assessment Center & Testing Service, a partner co-located at the comprehensive One-Stop Career Center, offers a battery of instruments, structured interviews, and behavioral observations in a controlled setting. Other external assessment products will also be available, based upon customer need.
- **Madera:** A specific tool for the initial assessment has not yet been identified.
- **NCCC:** O*Net, Prove It or Work Keys, and CASAS
- **NOVA:** We are currently waiting for more information from the State Work Team regarding the options we will have available for initial assessment of each customer's skills.
- **Riverside:** Structured Interviews, O*Net On-Line, Tests of Adult Basic Education (TABE), Kenexa Prove It!, and Riverside County Human Resource Employment Testing. The assessment tools were selected based on format availability, administration time, ease of use, cost effectiveness, test purpose, test reliability, test validity, fairness, literacy level, and the availability in other languages. In identifying the various tools, the team emphasized the need for all the assessments to be user-friendly and to build upon one another. These assessment tools will allow Riverside County to meet the four main objectives for the use of assessments within the workforce system.

## (Element Detail)

These objectives are; 1) Exploring career options and person-career matches to ensure that individuals undertake skills preparation that is suited to their existing level of readiness, as well as their aptitudes, abilities, and informed career goals; 2) Identifying skills gaps and education needs to ensure that individuals develop the skills and competencies that are in demand by high growth businesses and industries; 3) Referring qualified candidates to available job openings; and 4) Promoting attainment of industry-recognized credentials to ensure that candidates referred to business and industry partners are qualified for those positions.

- **Sacramento:** The California Integrated Service Delivery Planning Team and the Sacramento Integrated Service Delivery Learning Lab teams have been researching assessment tools to be used in the Learning Labs. The Sacramento Learning Lab will be selecting a short, initial assessment to use in the Welcome/Talent Engagement function and several intensive assessments to be used in the Skill Development/Talent Development function. Attachment C lists the assessment instruments that may be used in the Learning Lab.
- **San Bernardino:** The Skills Team is responsible for selecting the assessment tools. The Skills team took the following factors into consideration when selecting the comprehensive assessment tools: availability, duration, ease of use, cost, reliability, literacy classifications or levels and language availability. The assessment tools chosen were: TABE, ABLE, Workforce Investment Network Skills Assessment Tool, COPS, These assessment tools will allow San Bernardino County to meet the main workforce investment system objectives, which include: Ensuring that candidates referred to local businesses are qualified for those positions, identifying customer's skills gaps and educational needs, and exploring a customer's career option to ensure the customer has the interest, abilities and values. An evaluation of the three initial assessment tools for the Welcome Unit is being conducted, and it is anticipated that a decision will be forth coming before the first dress rehearsal is conducted.
- **San Diego:** No final decision has been made on which assessment tools will be used.
- **San Jose:** Work2future is in the process of determining which skill assessment tools will be utilized.
- **Santa Ana:** We are considering using the existing job order method to obtain specific employer job requirements and qualifications.
- **Sonoma:** Will use a standardized skill assessment tool, such as Prove It!, CASAS, or O*NET.
- **Verdugo:** Currently researching assessment tools. Also, working with the Glendale Community College to find an easy to understand, quick, internet based tool that will take approximately 20 minutes to complete and can be administered to job seekers who have limited English skills. Will also consider the State's workgroup recommendations.

*6B.3. Describe the skill enhancement products that the learning lab will offer; and the process for determining employer skill requirements and preparing job candidates for referrals.*

- **Long Beach:** As noted above, the skill requirements of the business can be obtained through employer feedback and labor market research. This can be done in the VOS labor exchange system (O*NET-based), in which the candidates' resumes are ranked by percentile match to the skills of the job order. In addition, the employer can provide interview question sets to enable staff to pre-screen possible candidates. Myriad products will assist the candidate with job seeking skills development to ensure a good match between the employer and the worker.
- **Madera:** N/A
- **NCCC:** Develop job advancement plans with customers; develop On-the-Job Trainings / Customized Trainings. Expand the customer's basic resume/job application for specific occupations/jobs, assessment for employer's minimum requirements, referral to update skills to meet minimum requirements.
- **NOVA:** N/A
- **Riverside:** ITA Approved Occupational Training Programs (Community Colleges, Universities, Adult Education, Regional Occupational Programs, Private Vocational Schools), On the Job Training, Customized Employer Training, Basic Skills Remediation (Math and Reading Comprehension), GED, English As A Second Language (ESL), Workplace Literacy, Apprenticeship Programs, Job Corps, Industry Seminars/Trainings, Mock Interviews, Computer Literacy, Tutorials, Facilitated Workshops, Transferable Skills, Interviewing Skills, Resume Writing, Cultural Diversity, Customer Service, Presentation Skills, Listening Skills, Learning Skills, Speaking Skills, Critical Thinking Skills, Time Management, Troubleshooting, Problem Solving, Decision Making, Instructing, Writing Skills, Job Search Techniques, Computer Basics. Our integrated service delivery system will determine the

employer skills requirements by a questionnaire.  The employer questionnaire will be used as a primary tool in determining employer needs such as: job classification, job description, industry clusters, and required skills including education/certification and salary information. Labor Market Information (LMI) is an additional tool which may be used in making a wage comparison and assisting employers in obtaining additional relevant information such as: skill requirements, occupational trend, and industry demand. Appropriate candidate will be selected from all available resources including the industry cluster pool, CalJOBS, rivcojobs.com and SMARTware. They will be pre-screened and/or pre-tested.  Qualified candidates will be advised and prepared for employment referral which could include mock interviews, resume update, appropriate dress attire.

- **Sacramento:**  Using workforce intelligence, workforce studies and forecasts, and responses from local surveys of employers, the Learning Lab partners will determining employer skill requirements and work with education and training providers and community based organizations to prepare job candidates to meet their needs.
- **San Bernardino:**  The Business Services unit of the Employment Team has been tasked with developing a process to determine an employer's skill requirements for demand driven positions. Through various training modes (e.g., customized and vocational and On-the-Job Training), developing a thorough understanding of the employer's job requirements and the prescreening of selected candidates, the local area intends to maximize the number of qualified job seekers referred to employers.  It is anticipated that a preliminary process will be developed by July 1, 2008.
- **San Diego:**  See attached list of products being considered.
- **San Jose:**  N/A
- **Santa Ana:**  The WORK Center's integration will be flexible, adaptable and have the capacity to train and re-train job seeker regardless of the fast changing global economy so that the local employer's needs are fulfilled.
- **Sonoma:**  The menu of skill enhancement services includes a workshop on current labor market needs in the community as well as skills that are in high demand, as reported by the local employers.
- **Verdugo:**  Will evolve over time. Will offer resume workshops, interviewing workshops, basic computer training, basic skill enhancement training referrals, and career exploration assistance. Will update our product offerings to meet employer needs.

*6C.1. Describe the methodology used, including partner participation for creating cross-functional teams, and define management and staffing functions for the new service delivery design.*

- **Long Beach:**  The Leadership Team approached the creation and identification of functional supervision, management, and staffing functions by assessing the skills, knowledge, abilities, job classifications, and any special circumstances of each respected member. The Teams established in the planning process thus far largely mirror the functional organization that is being created. In most cases, Career Center staff will primarily focus on the areas of Assessment, Skill Development and Employment. Employer service strategies evolved during this planning process, with the ultimate decision to combine the Solutions Team with the Employment Team.
- **Madera:**  Functional service delivery teams were developed through meetings with local EDD and Workforce Development partners. Teams will initially be led by co-managers from both Workforce Development and EDD; final decisions regarding functional supervision will be made at the Executive Level at a later date based on what works best for the Center.
- **NCCC:**  Developing cross-functional service delivery teams based on EDD and WIA staffing levels throughout the five counties. The goal is there will be no agency distinction in the duties, skill levels, knowledge of assessment tools, the product boxes of services and business service.
- **NOVA:**  In our One-Stop, we currently have eight EDD representatives and 16 WIA staff.  Due to a recent retirement, there is currently no EDD manager or supervisor on site on a full-time basis.  Additionally, with NOVA's Friday closures and imminent staffing reductions we are unable to make progress on assigning specific individuals to our cross-functional service delivery teams or the functional supervision and management responsibilities in the new service delivery model.
- **Riverside:**  The Steering Committee agreed to strategies regarding the creation of the cross-functional service delivery teams and their leadership.  The six locations providing integrated services are paired up geographically: Hemet/Temecula, Indio/Blythe, and Riverside/Corona.  The functional supervision of the Welcome team in each

pair is assigned to one manager. The functional supervision of the Skill Development/Assessment and the Employment Services Team is assigned to one manager. The three Regional Managers will supervise the Business Solutions Teams. A team of two managers will do staff skills monitoring and plan staff development.

- **Sacramento:** Cross-functional service delivery teams were developed after several planning meetings with SETA and EDD staff. The teams were created to develop the actual functions of Welcome, Skill Development and Job Getting. Management of the Sacramento Works One Stop Career Center System is the responsibility of the SETA as the One Stop Operator. The Deputy Director of SETA's Workforce Development Department and the Manager of the Sacramento/Yolo Employment Development Department Office will act as the leadership for the Integrated Service Delivery Learning Labs. The Leadership Team will also include Managers and Functional Team Leaders from SETA and EDD. Works Career Center system is divided into three geographically based regions with a SETA Workforce Development Manager responsible for oversight of the one stop system, including ensuring that individual centers are operating within WIA guidelines and coordinating between the career centers, the one stop partners, and other SETA departments. EDD Managers are responsible for managing programs and services that will become part of the integrated system.

- **San Bernardino:** The local area partnership approached the creation of cross functional service delivery teams by cross training staff in all three components (Welcome, Skills and Employment). In addition, ISDS partners with experience in specific areas (e.g., administering assessments, conducting workshops, etc.,) will serve as lead trainers during the pilot period. The Integration Leadership Team is responsible for approving functional supervisor, management and staffing functions.

- **San Diego:** San Diego followed the principles set forth in the policy paper submitted by the Common Staffing Workgroup to establish a Co-Managed Leadership Structure. As described earlier, our first step was to create a Network Leadership Team that is made up of Wagner-Peyser and WIA funded managers from each of the One-Stop Career Centers and administrative offices.

- **San Jose:** The Leadership Team is still in the process of developing the criteria for management and staff of the new integrated service delivery model.

- **Santa Ana:** Under the new service delivery model, the standard responsibilities for the management and supervision will be unchanged. Management and supervision will continue to support the fiscal and HR responsibilities required of their host. However, the role of the front-line supervisor will evolve to include the practical supervision of specific shared functions. Supervisors will combine their efforts to provide the principle oversight for the specific duties: welcome function, skills function, and the employment function.

- **Sonoma:** EDD/WIA staff will be assigned to teams, taking individual expertise and preference into consideration. Staff workgroups gave recommendations for process and service delivery, as well as determining the resources needed for the new Integrated Services delivery model. All recommendations are sent to the Leadership Committee, comprising management from EDD & WIA, which is responsible for the final system to be implemented in July 2008. The workgroups were also charged with developing guidelines for measuring the success of the processes to be implemented. After implementation, the processes and procedures will be regularly evaluated by the leadership team to review their effectiveness, and adjustments will be made, if necessary. Each team will evaluate progress and suggest changes to on-site site managers and leadership.

- **Verdugo:** Conscious of the various constraints we have in two different staff governed by union contracts and associations. Jointly define the skill core competencies for each function, assess staff skill sets, assign staff to functional teams to maximize the skill sets of the staff. Emphasize to the staff that they are assigned to specific teams, but they will report to their respective hiring agencies.

*6C.2. Include in this discussion any challenges encountered during the planning process.*
- **Long Beach:** Challenges encountered thus far during the planning process have generally been minimal. These included, but were not limited to: the lack of formal processes (particularly with respect to automated reporting systems) from the State, an increased need for capacity building for integrated staff, and logistical infrastructure challenges in redesigning one of the centers In addition, during the planning process the EDD and WIB began re-negotiation of the master lease related to one of the Career Centers, and were granted an extension to allow resolution of integration issues.

## (Element Detail)

- **Madera:**  N/A
- **NCCC:**  EDD staffing levels in NCCC One Stop Career Centers varies greatly. Some areas only have EDD staff once or twice a week. Also, see questions posed by NCCC at the bottom of this document.
- **NOVA:**  The challenges for the CONNECT! One-Stop will be: 1. Effectively integrating staff to provide the services, given limited staffing levels and varying levels of career coaching/assessment qualifications and experience; 2. Effectively integrating 'corporate cultures' and providing consistent leadership across all work teams; 3. Establishing an initial standardized skill assessment process that is effective for the adult population but also feels relevant to our primary population (dislocated workers); 4. Determining a method of capturing dislocated worker eligibility (our primary WIA funding source) at the initial customer meeting – (hopefully this will be facilitated by the results of the Customer Pool work group); 5. Developing a process which addresses the very real need of some customers for a more "case managed" approach to becoming employed/re-employed; and 6. Focusing on making this a very positive experience and not falling into the trap of devolving our flexible, client-centered system into a "one process fits all" bureaucracy.

- **Riverside:**  None identified at this time.

- **Sacramento:**  Each career center has relationships with a variety of partners, both required and voluntary. Since each center is different in size, location, staffing and available services, the roles that staff play within the three function system (Welcome/Talent Engagement, Skill/Talent Development and Job Getting/Talent Marketing) may vary.
- **San Bernardino:**  Some of the challenges the local area partners encountered during the planning process include: 1. The sheer size of San Bernardino County makes it difficult to plan Integration meetings at the System and Leadership levels. 2. With four stand-alone offices in the County and with most offices great distances from each other, it will be difficult to properly staff and provide three levels of services within each office.  3. Continued budget reductions have reduced our ability to provide needed resources to each of our six facilities. 4. Delaying the timeline for Dress Rehearsals due to the lack of Assessment and System tools.
- **San Diego:**  N/A
- **San Jose:** N/A
- **Santa Ana:**  N/A
- **Sonoma:**  Because Integrated Services is a new concept and has not been previously implemented anywhere in California, there are many questions and unknowns.  We are doing our best to think through our processes and test them in many different scenarios, but we know that we will encounter situations that we have not thought of. One issue is the ability to sustain partner involvement in the One-Stop and changing the One-Stop from an individual agency culture to an integrated services culture.  Lack of funding is also a problem, which, from the point of view of staff does not appear to support the move to an integrated environment or the needed reporting and technology structure. Other challenges include information flow and hand-offs between teams, client data collection, and confidentiality, to avoid soft exits.
- **Verdugo:**  Budget cuts, the WIA partner has lost staff that we initially assigned to teams. The EDD partner has also lost staff due to attrition. The EDD partner is making every attempt to keep the staffing levels the same in the Learning Lab.  However, that means that when new a staff are assigned to the center, there is a learning curve involved.

*6C.3. What mechanisms have been implemented to encourage early identification of ineffective practices, problems resolution, and continuous improvement based on the intent of this initiative to support learning as the model evolves?*

- **Long Beach:**  Team members are very proactive in identifying opportunities for customer service improvements and problem resolution. As the transition evolves, the teams will use a common approach for defining, analyzing and solving problems with the tools set in place. This includes capacity-building strategies such as conflict resolution, communication, and team building sessions.
- **Madera:**  The teams will continue to meet over the next several weeks to more fully develop their menu of services, activities, assessments, and resource lists, while working to refine the draft customer flow.  These efforts

should result in a system that provides a wider variety of skill-based services to a much broader customer pool, while eliminating duplicative paperwork and redundant processes.

- **NCCC:** N/A
- **NOVA:** In order to ensure continuous improvement and relevance to our customers' requirements, we will continue to solicit both staff and customer feedback on a regular basis and involve both groups in developing improvements for any processes or practices that could be made more effective.
- **Riverside:** The established teams noted elsewhere in this plan employ the principles of CQI in their analysis and recommendations for implementation of new processes. Each team is responsible for the continuous evaluation of any of their recommendations and makes new recommendations based on information gathered.
- **Sacramento:** Each Sacramento Works Career Center has regularly scheduled staff/partner meetings. Generally, these meetings are conducted on a weekly basis and can be used as a vehicle to check with front line staff to see how the new functions and processes are working. At the system level, the Workforce Development Department hosts Site Supervisor meetings on a monthly basis. These meetings are used to share promising practices and challenges with SETA management and each other. Problem resolution will be provided at these meetings, as well as through a variety of technical support teams (Functional Planning, SMARTware, MIS, and Monitoring) that can assist with problem resolution.
- **San Bernardino:** The Leadership, Systems and Site teams meet on a regular basis in order to encourage early identification of ineffective practices. There are three site teams in each office (Welcome, Skills and Employment). A representative from each site team serves on the System Team along with a minimum of two members from the Integration Leadership Team. Therefore, issues identified at the site level can be elevated to the System level for resolution. Issues that cannot be resolved at the Systems level are elevated to the Integration Leadership Team. Most issues are resolved prior to reaching the Leadership Team. The same holds true for effective practices developed at the Site Team level. They are shared with the System Teams and forwarded on to Leadership for system-wide implementation.
- **San Diego:** The Regional Leadership Teams comprised of LWIA managers and EDD managers are responsible for the early detection of ineffective processes and process improvement. The Team Coordinators will present the issue/challenge/recommendation to the Regional Leadership Team managers and the Regional Leadership Team must discuss the issue and agree to a change for that region. Issues will be resolved at the lowest possible level and those that can't be resolved will be elevated to the Network Leadership Team if it involves the whole network or just to the two Regional Leaders if it involves issues specific to a region.
- **San Jose:** Work2future has a Continuous Quality Improvement (CQI) Team which is an ongoing process improvement team chartered by the one stop Design Team. The CQI Team is the process owner of customer data collection, information and analysis, and for making improvements to services and processes based on the feedback. The team is responsible for consistent deployment of the common data collection tools and other service access processes developed by the Design Team based on the common protocols established.
- **Santa Ana:** At this time no mechanisms have been implemented but the Leadership Team is currently developing the necessary mechanisms needed to identify ineffective practices early.
- **Sonoma:** To ensure the continued improvement of Integrated Services delivery we have made it a priority to build feed-back loops into our process so we can review our practices on an ongoing basis and make adjustments as needed. Initially, regular calls and meetings with leadership will be initiated, possibly daily or weekly during the first month, bi-weekly thereafter.
- **Verdugo:** The teams will continue to meet following implementation to determine if changes are needed in the process and to continue to make customer flow recommendations.

*6C.4. Discuss how the functional teams will provide services under the adopted customer flow, with affiliation by team and not by program funding.*

- **Long Beach:** Through the established functional teams and shared supervision, the Network is committed to all staff in these three sites working together to accomplish the Learning Lab goals. Team Leaders and their functional teams were selected by their skills, knowledge and ability and not by program funding. These cross functional teams are receiving cross training to strengthen their depth of understanding of all functions. The

specific roles, responsibilities, staff assignments of the Welcome, Skill Development and Employment Service Teams are being refined at this time. The teams are committed to providing seamless service, with full product development and usage to support those efforts. The transformation will improve outputs and a more efficient and effective customer service.

- **Madera:** N/A
- **NCCC:** Functional, cross-trained teams will provide services at the point of welcome, through assessment, skill development and employment development. Staff will be knowledgeable of the standard "product box" and menu of services available.
- **NOVA:** EDD and NOVA management will be meeting in mid-March to look at staffing resources available to accomplish the integration of services including managers and team leaders. Given our funding expectations (EDD and NOVA) this will be an ongoing exercise.
- **Riverside:** The Integrated Planning Team continues discussions regarding functional team's structure, provision of services and the implementation of services within the teams.
- **Sacramento:** The Welcome/Talent Engagement function insures the return of the customer for the second visit and beyond and will develop policies and procedures and provide technical assistance on the following services: Greeting Introduction to SWCC Services Provision of Employment/Engagement packet, and Registration Initial Assessment. The Skill/Talent Development function will develop policies and procedures and provide technical assistance on shifting to a skill based system, where all customers receive skill improvement; providing coaching services and referring customers to skill development services found in the "Product Box" in the Talent Development Customer Flow Chart. The Job Getting/Talent Marketing function will develop policies and procedures and provide technical assistance on providing job placement coaching, job retention and support services to create skilled, qualified applicants that meet the needs of regional employers and providing referrals to job getting services found in the "Product Box" in the Talent Marketing Customer Flow Chart.
- **San Bernardino:** Integration Services are designed to accommodate the needs of the customer. Functional teams provide services by customer need and not by program requirements. Site teams are composed of partner staff from each of the local facilities. Functional Managers and team leaders have not been named yet.
- **San Diego:** Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Front-line teams (Welcoming, Skills Building, Job Getting, Products, and Training) also comprise staff that is Wagner-Peyser and WIA funded. Every level is co-managed by an EDD Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego network. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and local LWIA Managers who manage each of the four regions. EDD Site Managers and LWIA managers lead the three teams in each region. The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose. Selecting a co-managed leadership structure and focusing on the roles and responsibilities helped us to overcome the "Who is the Boss" issue. See Attachment C - San Diego Career Center Leadership Team Integration Model for our staffing structure. The Network Leadership Team decided amongst themselves who would coordinate each regional team. The Network Leadership Team identified the desired skills, knowledge, and abilities needed by each of the three teams. In most cases the Regional Leadership Teams decided together which staff would be assigned to which teams.
- **San Jose:** The Leadership Team is still in the process of developing the criteria for management and staff of the new integrated service delivery model.
- **Santa Ana:** The functional teams are strictly affiliated by teams, rather than program funding. The teams are to function as one unit without regard to their funding sources. These teams will follow the customer flow charts to provide services under the integration model. The Leadership Team determined the membership on the functional teams as well as their leaders. An effort was made to include a mix of members from all funding sources and areas of expertise.
- **Sonoma:** Making the WIA funding source issue invisible to the client has always been a priority for our One-Stop. To that end, we dissolved a previously employed approach that differentiated staff by funding source and

served only those clients eligible for the funding that the particular team administered. Now we operate with all staff serving all clients.  This practice gives us a head start in making our fiscal considerations invisible to the client, leaving those matters to staff behind the scenes. With regard to partner staff, we have made it a priority to understand each other's eligibility criteria, and to make referrals when appropriate, but to always strive to serve clients with collaborative funding sources.  This has worked well up to now.  However, Integrated Services demands that we go even further in the collaborative effort.  We are in the process of working with our partner agencies and, when necessary, are prepared to put new policies in place regarding confidentiality and client tracking.  EDD and WIA managers will assign members to functional teams.

- **Verdugo:**  Cross-training for all staff. Selected team members based on expertise and maintained a balance of Wagner Peyser and WIA staff.

**Element 7     All local One-Stop Career Center systems will have an integrated, employer services team that has responsibility for connecting local employers to the local One-Stop system.  This team also has as a major function ensuring that all One-Stop services continuously improve and respond to the needs of local employers and the local economy.**

*7A. What is the composition of your employer services team? Describe the methodology used in building teams to promote the services of the One-Stop Career Centers in the local community.*

- **Long Beach:**  The employer services team will be a cross section of Workforce Investment Network and partner staff – including but not limited to staffs from the Career Centers and WIB, the Economic Development agencies of the host cities, Small Business Development Centers of the LWIA's community colleges, and Regional Occupational Centers – who will bring expertise to address specific needs of businesses. The members of the team will share information on programs and services offered through their specific organization with the team and will in turn promote the program and services offered during their business outreach or job seeker recruitment efforts.
- **Madera:**  Team includes representatives from the local Workforce Development system and EDD. The team is co-led during this planning phase of the project by managers from both Workforce Development and EDD.
- **NCCC:**  Planning will begin to develop comprehensive, cohesive business service teams that share strategies to connect employers to the one-stop career center. NCCC's Business Service Plan will be a foundation for this strategy. Teams of EDD staff and NCCC WIA staff will begin developing this plan in early March 2008.
- **NOVA:**  Currently, both EDD and NOVA staff are responsible for employer services including coordinating employer presentations and recruitment events, screening job candidates for open positions and actively seeking and distributing job opportunities with local employers to our One-Stop customers and will continue with service integration.
- **Riverside:**  The Continuous Quality Improvement Process started over three years ago with EDA and EDD staff participating in evaluating the workforce development system values relating to the delivery of service.  Based on the survey results, chartered teams were created to focus on providing superlative customer service to both businesses and job-seekers and to provide it consistently across Centers and agencies.  EDA and EDD staff volunteers have spent many hours in teams and workgroups to improve and integrate the delivery of services to businesses. Business services are composed of two components, Business Solutions and the Employment Services. Business Solutions will work in the field to bring solutions to the needs of the business including recruitment.
- **Sacramento:**  Sacramento Works Employer Services Team is comprised of seven Employer Services staff and three EDD Job Services staff at the Mark Sanders Career Center.
- **San Bernardino:**  The composition of the employer services team mirrors the integration process in general; it includes staff from DWD, DED and the EDD.  Team members are Business Services Specialists, Veteran Workforce Specialists, Job Identifiers and Employer Advisory Council Coordinators.  These staff members have been selected to this team because their primary functions are to market our programs and services to employers, job seekers and the community in general.  These staff members have received formal and OJT training to perform marketing activities.

# LOCAL WORKFORCE INVESTMENT BOARD
# INTEGRATED SERVICE DELIVERY PLANS

## (Element Detail)

- **San Diego:** In 2004, the Workforce Partnership, One-Stop Career Center Operators, and EDD developed and implemented the San Diego Business Services Initiative. This collaboration enabled the three entities to leverage resources, increase system efficiency, and reduce duplication to improve outcomes for their services to business clients. This initiative was San Diego's first experience with true integration of services. Currently, all business services responsibilities belong to staff of EDD and the One-Stop Career Centers. The San Diego Business Services Initiative delivers two sets of quality services to all business customers: one that requires low resource expenditure to all businesses, and another that requires substantial resource expenditure to selected businesses in their respective areas. Certain selection criteria that a business must meet to receive enhanced services has been developed. The Business Services Initiative categorizes services as either full or enhanced. Only those businesses that meet specific selection criteria are eligible for enhanced services. List of business services: Job Posting, Enhanced Job Posting, Job Fairs, General Recruitment & Job Clubs, Customized Recruitment, Matching and Referral, Customized Training, Rapid Response, Presentations to Businesses, Information & Referral, DMV Printout, and Business and Education Linkages. The San Diego business services staff is required to use the State of California's labor exchange system, CalJOBS, to post business' job orders and conduct matching and referral activities. Staff is also encouraged to use other on-line labor exchange systems.
- **San Jose:** The Employer Services Team consists of representatives from the EDD Development Department Job Services Division and work2future staff. The prior Business Services Team pilot model consisting of work2future and EDD job Service staff working in tandem is being reviewed to develop a business customer service flow.
- **Santa Ana:** This team will consist of staff from all funding sources at the one-stop career center as well as the City's Economic Development Department.
- **Sonoma:** In Sonoma County, local employer services are provided through the One-Stop Center's Employment Account Representatives and Marketing Team. The Marketing Team is responsible for outreach to local employers, and engaging in activities with the Employer Advisory Counsel (EAC) and various Chambers of Commerce, as well as other employer groups, such as North Coast Builders Exchange. The One-Stop's Marketing Team's membership includes representation from WIA and EDD staff, as well as various One-Stop partner staff, including Santa Rosa Junior College, Goodwill Industries, North Bay Veterans and the Department of Rehabilitation.
- **Verdugo:** Chose staff that possessed extensive backgrounds in serving employers. Steering committee keeps the team focused with regards to their communication with the other functional teams to ensure integration is inclusive of the entire center.

*7B. Describe your efforts toward building a relationship with the local employer community for the purposes of establishing ongoing employment opportunities for One-Stop customers; provide some examples, such as job fairs and other recruitment activities.*

- **Long Beach:** Staff will continue to conduct targeted employer outreach based on labor market demand to establish new and continue to build existing relationships with the local business community. All contacts with businesses will be used as opportunities to market the Network's job seeker customers.
- **Madera:** The team works together, meets regularly to share employer information and job orders, plan job fairs and recruitment events, and market services to the employer community.
- **NCCC:** N/A
- **NOVA:** NOVA's staffing specialists currently outreach to the local business community to develop workforce intelligence and employment opportunities for One-stop customers. We will continue this effort and look to expand with service integration. We are also looking at strategies to increase local staffing agencies' involvement.
- **Riverside:** Business Solutions will work with the Riverside County Workforce Development Board, the regional committees, cities, chambers, Economic Development groups, Enterprise and Empowerment Zones and other business groups to develop business relationships. Business Solutions and our Economic Development Division are aligning to provide services to new and existing businesses. Business Solutions will analyze the needs of the business and coordinate all partners and resources to provide solutions for the business. Business Solutions will

also provide a "value added" component for all solutions provided.  The Employment Team is responsible for general business services including recruitment, pre-screening, pre-testing, job posting, job fairs and labor market information.  The Employment team will coordinate a candidate pool utilizing all available resources like SMARTware, CalJOBS, rivcojobs.com, schools and other agency referrals.  The Employment Team will ensure that all candidates meet the job criteria of the business and only refer qualified candidates.

- **Sacramento:**  The Employer Services Team focuses on developing relationships with employers in the region by providing job posting, screening and referral services, and on-site recruitment services throughout the Sacramento Works Career Center system.  Provides regional recruitment events and job fairs for all career center customers and provides rapid response services to dislocated workers who are impacted by company closures, business cutbacks, and workforce downsizing. The Employer Services Team promotes the services of the One-Stop Centers by participating in regional business associations and local workforce and economic development initiatives and conducting employer outreach through marketing and public relations campaigns. An Employer Services Flow Chart is attached (Attachment G).

- **San Bernardino:**  Business Services Specialists contact employers to develop business relationships in order to obtain workforce intelligence and solicit job orders. Space at the Integrated Service Delivery Sites is offered to businesses for recruitments and business meetings. Space is also offered to new businesses moving into the area until they have secured a location of their own. Businesses are informed that the Integrated Service Delivery Sites are locations they can come to for assistance in a variety of areas.

- **San Diego:**  A Network Team is currently reviewing the functions of the Business Services Teams and will make a recommendation as to how they will participate in an integrated system.  The group will redefine the role of business services staff and identify who their primary customer is – the job seeker or the business.  In addition, the Network Team will focus on the role of the business services teams in the development and communication of workforce intelligence.

- **San Jose:**  Work2future will continue to respond within 24 hours to a business request for human resource support. Where work2future has and will continue to distinguished itself is by its proactive approach to serving small business, and particularly minority- and women-owned firms.   In addition work2future Business Team frequently presents to local business associations, commissions and chambers to provide them with service information and updated trends. Looking ahead, work2future will expand its mandate to serve the large base of entrepreneurs in Silicon Valley. For example, work2future will reach out to the many businesses receiving permits and business licenses to inform them of available services. In addition, work2future has coordinated with its many partners, to develop a website, customized in content and language, to serve small business and entrepreneurs. Lastly, and leveraging its CQI operations, it will expand its network of partners to offer specialized recruitments and offer job fairs which will match customers to employment opportunities by utilizing needs assessments, and making and following up on referrals from businesses.

- **Santa Ana:**  Will market the services to the employers by utilizing various tools: Will arrange customized recruitments with employers; ensure job orders are responsive to job-seeking customer pool; meet employer measures: fill job orders; meet "entered employment" measures; ensure products are available: OJT, customized training, jobs matching customer skills, hiring events; promote labor exchange; provide labor market information; plan and arrange job fairs; and provide Rapid Response services. Additionally, a survey will be created and administered for the purpose of improving services and to make sure the WORK Center is responding to the local employer needs.

- **Sonoma:**  In an effort to continuously improve our services and respond to the needs of our local employers, the Marketing Committee and Employer Account Representatives survey the membership of the EAC, which includes representation from a variety of industries, such as wine, manufacturing, service and hospitality, and healthcare, to measure the success of the One-Stop's efforts.  The EAC provides information on One-Stop performance and effectiveness, as well as providing the One-Stop the opportunity to evaluate their effectiveness in responding to the needs of the local employers.

- **Verdugo:**  Attend local Chamber of Commerce business mixers, conduct business orientations, conduct employer focus groups, provide layoff aversion services, job fairs/targeted recruitments, conduct rapid response

services, informational mailers to employers, conduct manufacturing seminars, cold calling/reconnecting with businesses, and contact employers using City of Glendale list of new businesses.

**Element 8       Local Boards will identify clear success indicators to evaluate the shift to a demand-driven, skill-based integrated service delivery system and include those metrics in their local plans.**

   *8A. Describe the methodology used to identify benchmarks that will be used to validate the level in which the learning lab has successfully shifted to the integrated service delivery model.*

- **Long Beach:**  PROPOSED DASHBOARD SUCCESS INDICATORS
     **Indicator:**  Total Service Volume
     **Purpose:**  Evaluate statistical data related to customer visits, enrollments and services received – also validating that all customers are enrolled
     **Type:**  Demand / Engagement

     **Indicator:**  % Utilizing Career Center Services More than Once
     **Purpose:**  Evaluate level of continuous engagement as likely indicator of outcomes
     **Type:**  Engagement

     **Indicator:**  % of Customers Participating in Skill Development Activities
     **Purpose:**  Evaluate level of success in becoming skill-development based system, and use as likely indicator of outcomes
     **Type:**  Engagement

     **Indicator:**  Customer Satisfaction (Job Seeker and Employer)
     **Purpose:**  Measure job seeker and employer satisfaction in meeting their workforce needs
     **Type:**  Outcome
- **Madera:**  Specific indicators and metrics have not yet been developed.
- **NCCC:**  NCCC will use numbers served, customer satisfaction and common measures to determine success indicators.
- **NOVA:**  N/A
- **Riverside:**  Information will be gathered on a monthly basis and reported by posting on the WDC intranet in the Integration Section.  A comprehensive report will be presented to the Steering Committee and the WDB on a quarterly basis.  Challenges encountered and improvements will be noted as applicable.
- **Sacramento:**  The success indicators for the integration will be a combination of the WIA Adult Common Performance Measures and locally developed success indicators. The WIA Adult Common Performance Measures will measure the number of customers who are employed after receiving services from the career center system, the number who retain their jobs for 6 months or more and the average earnings.
- **San Bernardino:**  The plan is to establish benchmarks to determine success, which may include: 1. Increase the number of customers who are enrolled in at least one skill building activity. 2. Increase the number of initial assessments. Increase the number of persons enrolled. 3. Increase the number of customers who are enrolled in at least one employment activity. 4.  Be within 20% of the prior year's local area performance benchmarks after the first year of integration. 5. The integrated data collection system meets the needs of both WIA and the EDD. 6. Decrease time frame for customers entering employment.
- **San Diego:**  Each spring the Workforce Partnership and One-Stop Career Center operators re-evaluate our One-Stop Career Center Performance Policy to make decisions on eliminating measures that are no longer needed, introducing new measures needed for continuous improvement, and setting the performance levels.  San Diego will work with the state to determine appropriate measurement levels on the three common measures; Entered Employment Rate, Average Earnings, and Employment Retention.  In addition to the common measures, we will entertain the following measures:

- o Increase in the number of enrollments from Program Year 2007/2008 compared to Program Year 2008/2009
- o Increase in the number enrolled in skills development activities from Program Year 2007/2008 compared to Program Year 2008/2009
- o A decrease in the amount of time a person is unemployed and engaged in job search activities
- o Number of customers who received two or more services within first 45 days of enrollment

All performance metrics data will be captured and reported in CISRS and CalJOBS to measure the effectiveness of the integrated service delivery system. This data is sent to the state's JTA system.

- **San Jose:** Proposed Measurement for the Integration: Increase in the number who participate in a "skill building activity, Satisfactory level of reported team work within each of the clients focused teams, Met performance standards during the pilot as compared to the period prior to the pilot, The length of time a client is enrolled in the program, The right candidate is referred to the right job, The right candidate is referred to the right job, Number of clients reporting that the service received was accurate based on the identified needs, Number of Individuals clients reporting that the service received was of quality, Time waited for staff assistance that meets client expectations, The integrated data collection system meets the needs of both WA and EDD.
- **Santa Ana:** Data reports will look at the benchmarks for each metric:
  1) The benchmark of 500 customers served each month will ensure the one-stop achieves its overall goal of serving 6000 individual customers in PY08-09;
  2) The benchmark of having 375 of the 500 individual customers return for additional services each month will ensure the one-stop achieves its overall goal of having 75% or 4500 individual customers return for subsequent activities; and
  3) The benchmark of having 300 of the 500 individual customers participate in skill-based activities each month will ensure the one-stop achieves its overall goal of having 60% or 3600 individual customers who participate in skill based activity.
- **Sonoma:** Sonoma County's Workforce Investment Board is very interested in data collection and letting the data lead service delivery. To that end, a "dashboard" of performance indicators was developed at the direction of the WIB. It comprises key indicators that the WIB wanted measured on a quarterly basis to establish success of the One-Stop and the WIA program. With the implementations of Common Measures in combination with Integrated Services, the WIB plans to adjust their dashboard to measure more relevant indicators. This tool will be reviewed by the board and will be one of the tools used to help direct the ongoing adjustments that we anticipate will need to be made as we progress further into the implementation phase of integrated services.
- **Verdugo:** Considering adding some of these metrics: number of business customers served, job orders posted in CalJOBS, employers who return to the center for their workforce needs, number of job seekers enrolled, job seeker customers that received skill enhancement services, job seeker customers who receive two or more services within 90 days of enrollment, job seekers who have successfully returned to work, and job seeker and employer customer satisfaction levels with the new service delivery.

*8B. List the indicators that you plan to compare and describe how you will you use them in evaluating the new system.*
- **Long Beach:** Each of the Dashboard measures will be used to benchmark and compare success across various points in time and determine if necessary process improvements and/or coarse corrections led to improved results. Dashboard measures will be also used to determine data correlations and serve as predictors of common measures success. Each of the Dashboard measures will be used to conduct pre and post practices. Dashboard measures were selected based on Integration key priorities; ease of accessible data; ability to be meaningful and useful in making informed decisions. Each measure is categorized as a demand measure, engagement measure, outcome measure or both - offering greater perspective to the critical components of the Service Integration model.
- **Madera:** Indicators may include increased numbers of individuals and employers served, skill enhancements and certifications for customers (including the Central California Work Readiness Certificate through WorkKeys),

customer satisfaction, reductions in cost per customer served, and improvements in both ease and accuracy of reporting.

- **NCCC:** Common measures extracted from the JTA system will show the number of entered employment, average wage and retention of customers. The JTA system will also be used to run Base Wage reports for exit cohorts to determine status at $1^{st}$, $2^{nd}$, and $3^{rd}$ quarter after exit. NCCC is still planning strategies for success indicator methodology.

- **NOVA:** Success indicators being considered for our new integration model include: customer feedback reflects quality service (compare with past customer satisfaction surveys, customer receives the appropriate mix of services to meet their re-employment needs (compare with past customer satisfaction surveys), integrated data collection system meets the needs of both WIA and EDD program requirements (EDD and WIA staff report that data needs are met), increase in the number of reportable customers receiving skill building activities (using JTA data collection, effectively track and report services provided to customers accessing the One-stop, satisfactory level of reported team work within each of the integrated teams (survey of team members), ability to successfully meet common measures performance outcomes, and impact on cost per customers served (able to demonstrate the actual number of customers served).

- **Riverside:** Proposed by the Systems Alignment Team Measurements for the Integration Pilot: 1. Increase in the numbers who participate in at least one skills building activity, 2. Number of individual customers reporting that they got to the right service at the right time (i.e., service was accurate based on their identified needs), 3. Number of individual customers reporting that the service they received was of quality, 4. Time waiting for staff assistance meets customer expectations. 5. Satisfactory level of reported team work within each of the customer-focused teams, 6. Met performance standards during the pilot as compared to the period prior to the pilot, 7. The integrated data collection system meets the needs of both WIA and EDD, 8. The amount of time to get a job is reduced for the customer, 9. The right candidate is being referred for the right job.

- **Sacramento:** The Leadership Team has developed success indicators for each functional area of the Learning Lab: The Welcome/Talent Engagement function is successful if: 1. Customers are engaged and return for services (measured by number of return visits). 2. Customers engage in skills development and job getting services (measured by the number of customers enrolled in skill development services and job getting services compared to FY 2007-2008). 3. Staff is engaged in the process (measured by focus groups and staff feedback). The Skills/Talent Development function is successful if 1. Customers enhance their skills (measured by certificates, degrees, credentials attained). 2. Customers are successful in employment after skills development (measured by employment, promotions, and increase in wages). 3. When compared with previous years, more training is provided for each $1 spent in the One-Stop system (measured by comparing number of customers receiving skills development in Learning Lab to the number of customers receiving training through the one stop system in FY2007- 2008). The Talent Marketing/Job Getting function is successful if 1. Job candidates are confident and well-organized (measured by employer customer satisfaction surveys). 2. There is an increase in the number of employers/businesses using services (measured by comparing the number of employers served in the Learning Lab to number served in FY 2007-2008). 3. There is an increase in number of filled job orders (measured by comparing the number of job orders filled in the Learning Lab to number filled in FY 2007-2008).

- **San Bernardino:** The benchmarks either are a part of the local Integration Plan or have been refined to align with state policy. Furthermore, the indicators will assist in evaluating the new model by showing the local area whether each benchmark has increased, decreased or met the established percentage goals.

- **San Diego:** We are currently exploring the question of "what does successful integration look like for San Diego County?" Our implementation plan will be continually updated as we progress so that we can document the decisions made in the system design and the success or failure of those decisions. Integration will result in:
  o Common management/leadership between the Wagner Peyser and WIA systems
  o Integrated work teams who have a common customer and are using a common data system
  o A change to the service delivery paradigm in San Diego County
  o A unified purpose, goals, policies, and metrics for the system
  o Relevancy to the business community with a focus on industry's workforce shortages and talent development needs

## (Element Detail)

A larger challenge San Diego may need to address is the plight of the low-wage worker.  Twenty five percent of San Diego's population is low-wage workers earning less than $9.00.  *A Path to Prosperity* data to be released in May 2008 indicates the self-sufficiency wage for San Diego is $16.22 per hour.  We need to capture these members of the talent pool to develop their skills, keep them attached to the workforce, and move them up the career ladder to self-sufficient wages. Each quarter San Diego will present progress on integration along with quarterly performance reports to the WIB and Policy Board.

- **San Jose:**  These indicators will be analyzed to assist work2future in improving services, make recommendations, and informed decisions. This information will allow work2future to assess whether we are likely to meet performance levels, manage our programs on a real-time basis, and track the broader one-stop population. Further it will provide for more stringent guidance and monitoring of the data; work2future can also provide assistance to other workforce investment boards in developing and sharing promising practices on interim performance indicators; and develop an adjustment model or other systematic method as needed per the indicators listed above.
- **Santa Ana:**  Will consider both qualitative and quantitative measures as indicators to gauge its service integration efforts: number of total enrollments, volume of service usage and type of services, number of return visits, customer feedback on the service received and recommended changes, entered employment, wage level and job retention, job seeker fall out rate in team transitions, service duration from initial contact to exit. For Employment, Employer and Business Services: job matching rate, usage of OJT, work experience, customized training, hiring events, job fairs and rapid response activities, and a monthly business outreach activities report which include service requested and services rendered
- **Sonoma:**  The number of registered clients will be one indicator that will be used to evaluate the effect of Integrated Services model compared to past practices.  Another indicator will be the comparison of Common Measures and our performance in program year 2007-2008 versus 2008-2009.
- **Verdugo:**  Number of job seeker enrolled and the number of job seekers accessing skill enhancement services. Expect that there will be a dramatic and comparable increase in the number of job seekers placed in employment, an increase in employment retention, and a high average wage gain.

**Comments/Questions from NCCC:**

- Currently the JTA system will not allow the enrollment into an Intensive Activity when the "Universal" fields are the only data in the system. Will the new system have fields that will upload to the JTA system that will make it possible to then enroll the customer into an Intensive Service?

- The EDD WIA Eligibility Technical Assistance Guide states that an applicable male's compliance with the Military Selective Service and an adult's eligibility to work should be documented and that auditors and monitors will review these documents. Will there be a waiver stating that Selective Service registration is no longer required for participation in the WIA program? If it will be required do we need to maintain the documentation?

- Once the upload from CalJOBs to the JTA system occurs the customer will be in the integrated customer pool and will be in the common measures performance for both agencies. How will a determination be made if the participant is in the adult program or the dislocated worker negotiated performance?

- If the CalJOBs upload identifies a customer as a dislocated worker will additional data need to be collected and maintained by WIA for the dislocation category?

- When sufficient staff time is needed to serve a customer will it be required to enter the JTA system to enroll into a WIA Intensive Activity?

**Comments/Questions from San Jose:**

- There are a number of Code of Federal Regulations (CFR's) that work2future is requesting to be waived or modified that would assist the WIB in providing services to the increased number of individuals that will be

enrolled in the program and to make certain that the goals of the integration project are reached.  To create a demand-driven, responsive, customer service focused agency, which will serve an increased number of customers, work2future must have the ability to simplify design and reduce program requirements.  This will have to be accomplished with limited resources.

- Currently Workforce investment boards are required to be monitored for compliance with applicable federal and state laws, regulations, and policies related to the Workforce Investment Act (WIA).

- CFR WIA 188(a)(5); WIA 189(h); 20 CFR 663.105-115; 20 CFR 664.200-240; WIAD01-4; WIAD04-18; WIAD06-22.  Eligibility Verification:  This assumes that the state will allow work2future to utilize the Immigration and Naturalization Service (INS) Form I-9 to verify employment (right to work) eligibility as opposed to collecting the required documents and having copies in each client file.  This would also affect the Data Validation Initiative TEN No. 8-02.  Further this plan understands that for eligibility purposes the need for applicant statements/self certifications may increase.

- Oversight and Monitoring 20 CFR 667.400(c)(1); 20 CFR 410; WIAD00-7 Program reviews must be made available for review by a State monitor which request that work2future *ensure* that its sub-recipients comply with the requirements in WIA Directive WIAD0121 regarding nondiscrimination and equal opportunity; comply with the requirements in WIA Directive WIAD0312 regarding WIA program complaint and grievance procedures: To streamline services, work2future will assume that the state will allow work2future to utilize an electronic format to be included in each clients electronic file with an electronic signature.

- CFR 663.150 indicates: "Follow-up services must be made available, as appropriate, for a minimum of 12 months, following the first day of employment, to registered participants who are placed in unsubsidized employment." The "Follow-up services could include, but are not limited to: additional career planning and counseling; contact with the participant's employer, including assistance with work-related problems that may arise; peer support groups; information about additional educational opportunities, and referral to supportive services available in the community."

- Work2future will be unable to provide follow-up services as indicated above with each individual customer (anticipated 24,000) due to the volume and limited resources.  Work2future will however provide follow up services on a quarterly basis through e-mails or a newsletter communicating to customers the services that are available at the one-stops (i.e. job fairs, specialized recruitments and workshops).

- The plan is based on the assumption that the Integration Project will eliminate the Core A services requirement WIA §134(d) (2); 20 CFR 662.240] and WIA §134(d) (2); 20 CFR 662.240, 20 CFR 663.160 Core B services which state that career centers are required to make all of the core services available at each center § 662.250(a), to establish gateway activities that lead from participation in core to intensive and training services. This plan also assumes that all customers will go directly to intensive services upon entry, without the need for the requirement listed above.